Stanislaus Consolidated Fire Protection District
3324 Topeka Street
Riverbank, CA 95367
Phone: (209) 869-7470 Fax: (209) 869-7475
Email: admin@scfpd.us
Www.scfpd.us

Greg Bernardi	**Brandon Rivers**	**Richard Murdock**	**Charles E. Neal**	**Steven Stanfield**
President	Vice President	Director	Director	Director
BOS District 1	Waterford	BOS District 2	Riverbank	BOS District 1

AGENDA

Thursday, February 20, 2024, at 6:00 p.m.
REGULAR MEETING OF THE
STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT BOARD OF DIRECTORS

Station 26 Meeting Room, 3318 Topeka Street, Riverbank, CA
(THE AGENDA PACKET IS POSTED AT EACH SCFPD LOCATION AND AT WWW.SCFPD.US)

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1. CALL TO ORDER

President Bernardi

2. PLEDGE OF ALLEGIANCE

President Bernardi

3. INVOCATION

Pastor Charles E. Neal with Riverbank Assembly of God Church

4. ROLL CALL

Board President:	Bernardi
Board Vice President:	Rivers
Director:	Murdock
Director:	Neal
Director:	Stanfield

5. APPROVAL OF AGENDA – *at this time, a Board Member may pull an item from the agenda.*

6. CONFLICT OF INTEREST DECLARATION – *Declaration by Board of Director members who may have a conflict of Interest on any scheduled agenda item is to declare their conflict at this time.*

7. PRESENTATION/ACKNOWLEDGEMENTS

Item 7.A: Employee Recognition of Years of Service

Item 7.B: New Hires/Promotions/Retiree Announcements

8. PUBLIC COMMENTS- *The Board of Directors welcomes participation in Board meetings. Matters under the jurisdiction of the Board that are not posted on the agenda may be addressed by the public. California law prohibits the Board from acting on any matter which is not on the posed agenda, unless the Board determines that it is an emergency or other situation specified in Government Code Section 54954.2. Public comments are limited to three (3) minutes per individual. Please make your comments directly to SCFPD Board President.* ***Comments will be accepted via Teleconference.***

ACTION CALENDAR

9. CONSENT ITEMS- *All matters listed on the Consent Calendar are considered routine and will be enacted upon by one motion unless otherwise requested by an individual Board Member or public for special consideration.*

Item 9.A: Acceptance of Warrants (Check Register) – January 2025

Recommendation: Accept by Consent Action

Item 9.B: Acceptance of Financial Reports – January 2025

Recommendation: Accept by Consent Action

10. DISCUSSION ITEMS

Item 10.A: Discuss the findings of the Public Protection Classification (PPC) survey performed by the Insurance Services Office (ISO).

11. PUBLIC HEARING

No Public Hearing Items scheduled.

12. ACTION ITEMS

Item 12.A: Consideration of Resolution 2025-001 of the Stanislaus Consolidated Fire Protection District Amending Policy 4.1 of the Directors Policy Manual for Regular Meetings to be Held the Second Wednesday of the Month.

Recommendation: By roll call vote, adopt Resolution 2025-001.

Item 12.B: Discussion of and Consideration to Approve Mid-Year Budget Revisions.

Recommendation: The Board Approve the Mid-Year Budget Revisions.

Item 12.C: Consideration to approve the Professional Service Agreement for Fitch & Associates – Standards of Coverage Report Proposal

Recommendation: The Board approve the Professional Service Agreement for Fitch & Associates – Standards of Coverage Report Proposal.

13. COMMUNICATIONS

1. **Correspondence** –

   No Correspondence items.

2. **Written Staff Reports** –

   Item 13.2.A: Monthly Call Log

   Item 13.2.B: Training

   Item 13.2.C: Local 3399

3. **Verbal Reports** –

Item 13.3.A:	Fire Chief – Monthly Verbal Board Report
Item 13.3.B:	Capital Improvements – (Murdock/Stanfield)
Item 13.3.C:	Finance – (Neal/Rivers)
Item 13.3.D:	Personnel – (Bernardi/Stanfield)
Item 13.3.E:	Fire Advisory with Modesto Fire Dept.- (Bernardi/Murdock)
Item 13.3.F:	Oakdale Fire Protection District AD-HOC – (Bernardi/Neal)
Item 13.3.G:	Ceres Fire Protection District AD-HOC – (Murdock/Neal)

4. **Directors Comments** – *At this time, Board Members may verbally make individual announcements, report briefly on their activities, or request an item be place on a future agenda.*

14. CLOSED SESSION

15. RETURN TO OPEN SESSION

16. CLOSED SESSION REPORT

17. ADJOURNMENT

The next regularly scheduled meeting of the SCFPD Board of Directors is March 12, 2025,

at 6:00 p.m. in the Station 26 Meeting Room, located at 3318 Topeka Street, Riverbank, CA.

AFFIDAVIT OF POSTING

I, Amanda McCormick, Clerk of the Board (A) of the Stanislaus Consolidated Fire Protection District, do hereby declare the foregoing agenda for the Regular and Closed Session meetings of the Board of Director has been posted at the Administrative Offices, District website of the Stanislaus Consolidated Fire Protection District at least 72 hours prior to the meeting date and will also be posted at each of the District Fire Stations.

Dated: February 17, 2025, Time: 3:00 p.m.

Amanda McCormick /s/
Amanda McCormick
Board Clerk
Stanislaus Consolidated Fire Protection District

ADA Compliance Statement: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Board Clerk at (209) 869-7470 or boardclerk@scfpd.us Notification 72 hours prior to meeting will enable the District to make reasonable arrangement to ensure accessibility to this meeting.

Stanislaus Consolidated Fire Protection District
Monthly Check Register
January 2025

Date	Num	Name	Memo/Description	Amount
01/02/2025	EFT	Verizon Wireless	Nov 16- Dec 15, 2024	-2,741.86
01/06/2025	EFT	PG&E Online	10/16/24-11/14/24	-3,644.64
01/09/2025	EFT	City of Riverbank Autopay	10/14/24-12/12/24 @ HQ	-191.94
01/09/2025	EFT	City of Riverbank Autopay	10/14/24-12/12/24 St 26	-222.35
01/10/2025	EFT	Intuit Quickbooks	1099's	-116.91
01/10/2025	EFT	V A L I C	Employee Contributions	-6,839.45
01/10/2025	EFT	Valley First Credit Union	Payroll Deduction	-417.57
01/10/2025	EFT	Stanislaus Consolidated Firefighters Unio	Union Dues	-3,178.78
01/13/2025	EFT	Best Best & Krieger EFT	services	-3,267.30
01/13/2025	EFT	Mister Car Wash EFT	December 2024 wash service	-120.00
01/13/2025	EFT	Regional Government Services	Contract service for November 2024	-603.67
01/13/2025	EFT	City of Modesto- Utilities Autopay	11/25/24-12/23/24 St 21	-117.68
01/13/2025	EFT	Zimmerman, Megan EFT	Coordinator	-4,594.11
01/13/2025	EFT	Justin Voss EFT	Class A uniform reimbursement	-592.44
01/13/2025	EFT	Leslie, Joshua EFT	DMV license renewal - reimbursement	-58.00
01/13/2025	EFT	Jocelyn Roland, Ph. D.,ABPP EFT	services for January 2025	-1,000.00
01/13/2025	EFT	Burton's Fire, Inc EFT	Repairs	-4,938.86
01/13/2025	EFT	Ayera Technologies, Inc. EFT	Internet at all stations	-823.00
01/14/2025	01/02/28	City of Modesto- Utilities Autopay	11/26/24-12/24/24 St 22	-138.32
01/15/2025	11247	O'Reilly Auto Parts	Station Supplies	-108.80
01/15/2025	EFT	Bussell, Rick EFT	HSA January 2025	-608.33
01/15/2025	EFT	Quinones, Peter EFT	HSA January 2025	-750.00
01/15/2025	11254	J.R. Wagner Fire Protection, Inc	Annual fire sprinkler inspection at St 24	-500.00
01/15/2025	11253	Deep Clean Crew	Cleaning @ HQ	-385.00
01/15/2025	11255	Waterford Farm Supply, Inc.	Trailor hitch for boat	-46.16
01/15/2025	EFT	DeHart, Eric EFT	HSA January 2025	-691.66
01/15/2025	11252	Spectrum Business	1/1/25-1/31/25	-108.58
01/15/2025	EFT	AFLAC Online	December 2024	-982.74
01/15/2025	11256	Riverbank Automotive & Smog, Inc	Regular service on BC car	-172.64
01/15/2025	11250	Engineered Fire Systems, Inc	Plan review for December 2024	-2,937.50
01/15/2025	11251	Go To Communications, Inc.	Service for 1/1/25-1/31/25	-1,017.30
01/15/2025	EFT	Verizon Wireless	Dec 16-Jan 15, 2025	-2,279.81
01/15/2025	11261	Gowans Printing Company	Purchase requestions	-316.03
01/15/2025	11258	Hunt & Sons LLC	Fuel	-3,421.84
01/15/2025	11259	T&G Equipment Repair	Engine repairs	-5,558.75
01/15/2025	11260	City of Turlock	Replacement check for graduation 2021	-566.00
01/15/2025	11246	Verizon Wireless	11/29-12/28/24	-30.14
01/15/2025	11240	Solu	Medical Supplies	-203.99
01/15/2025	11245	Lancaster Painting	St 21 roll up doors	-1,295.00
01/15/2025	11257	Bovee Environmental Management, Inc.	Asbestos inspection @ 22 & 21	-1,375.00
01/15/2025	11242	Hunt Oil Company, Inc	Fuel	-134.30

01/15/2025	11241	Committee	Cal Jac	-2,730.00
01/15/2025	11243	Mid Valley IT Online	Contract	-6,830.72
01/15/2025	11249	C.H. Williams & Sons, Inc.	1 year rent for 3 cylinders	-210.00
01/16/2025	1/1/25-1/31/25	Turlock Scavenger Autopay	1/1/25-1/31/25	-134.71
01/16/2025	EFT	Gilton Solid Waste Management, Inc.	December 2024 St 26	-124.74
01/16/2025	12/27/24	MID	11/26/24-12/27/24	-1,921.39
01/16/2025	EFT	Gilton Solid Waste Management, Inc.	December 2024 ST 22	-143.95
01/16/2025	EFT	Gilton Solid Waste Management, Inc.	December 2024 St 21	-143.95
01/23/2025	EFT	FRMS Fire Risk Management Services	February 2025	-80,366.90
01/23/2025	EFT	Crabtree, Michael EFT	Hotel reimbursement	-274.06
01/24/2025	1/1/25-1/31/25	Stericycle, Inc. Autopay	1/1/25-1/31/25	-413.28
01/24/2025	January 2025	City Of Modesto- Admin Autopay	Admin Contract January 2025	-33,748.84
01/24/2025	EFT	Valley First Credit Union	Payroll Deduction	-417.57
01/24/2025	EFT	CVRMT EFT	January 2025	-10,400.00
01/24/2025	EFT	Stanislaus Consolidated Firefighters Unio	Union Dues	-3,178.78
01/24/2025	EFT	V A L I C	Employee Contributions	-6,828.85
01/27/2025	EFT	Foster, Dylan EFT	Company officer reimbursement	-850.00
01/27/2025	EFT	L.N. Curtis & Sons EFT	New engine equipment	-26,905.23
01/27/2025	EFT	Ayera Technologies, Inc. EFT	Internet all stations	-823.00
01/27/2025	EFT	Henriquez, Nelson EFT	HSA January 2025	-790.00
01/27/2025	EFT	Jason Teixeira	reimbursement	-384.00
01/28/2025	11282	Westurf Nursery	Generator maintenance.	-172.68
01/28/2025	11281	Live Scan Wellness Centers	Wellness Exams for 53	-44,408.17
01/28/2025	11269	O'Reilly Auto Parts	1068400	-87.05
01/28/2025	11277	Neal, Charles E.	Board meeting	-100.00
01/28/2025	11278	Richard Murdock	Board meeting	-100.00
01/28/2025	11262	Golden State Emergency Vehicle Service	Repairs to E21	-94.49
01/28/2025	11280	Legend Roofing Company Inc	Roof repair at st 21	-3,200.00
01/28/2025	11283	Mail Depot	Mailed air sample	-10.26
01/28/2025	11263	MES Municipal Emergency Services EFT	SCBA Repairs	-377.86
01/28/2025	11264	Azevedo's Auto Service	Check brake light on repairs to explorer	-245.06
01/28/2025	11265	Les Schwab Tire Center- Modesto	New tires for G21	-978.30
01/28/2025	11267	Stryker	2 LP15 monitors	-5,321.81
01/28/2025	11268	California State University, Sacramento	Spring 2025 tuition- paramedic program	-2,500.00
01/28/2025	11270	AT&T CALNET 2/3	12/13/24-1/12/25	-868.04
01/28/2025	11271	Hunt & Sons LLC	Fuel	-3,485.15
01/28/2025	11272	Bob's Marine	Repairs for Boat 24	-582.01
01/28/2025	11273	McCoy's Truck & Tire Service	Tire repair to E21	-2,643.77
01/28/2025	11274	H & H Appliance	Dishwasher repair at ST 21	-100.00
01/28/2025	11276	C.A.P.F.	February 2025	-1,352.00
01/28/2025	11279	Stanfield, Steven	Board meeting	-100.00
01/30/2025	EFT	City of Waterford Autopay	12/1/24-12/31/24	-270.36
01/31/2025	EFT	Regional Government Services	December 2024 services	-469.52
01/31/2025	EFT	Niko Lombrana	reimbursement	-637.00
01/31/2025	EFT	Zackary Tamburrino	DMV reimbursement	-45.95
01/31/2025	EFT	Anderson, Anthony EFT	Reimbursement	-19.46
01/31/2025	EFT	Wessels, Cody EFT	Class B license reimbursement	-80.00

01/31/2025	EFT	The Garage Door Guy		Repairs at St 24	-593.31
01/31/2025	EFT	Jocelyn Roland, Ph. D.,ABPP	EFT	February 2025 contract	-500.00
01/31/2025	EFT	Bernardi, Greg	EFT	Board Meeting	-200.00
01/31/2025	EFT	Rivers, Brandon	EFT	January 16, 25 board meeting	-100.00

Stanislaus Consolidated Fire Protection District
Summary Budget VS. Actual
July 1, 2024 through January 31, 2025

Total Revenues		$9,193,391.16
Total Salary and Benefits		$6,361,252.01
Total Services and Supplies		$1,481,412.21
Net Revenues (Expenses)		$7,842,664.22
Total Capital Expenditures		$267,823.75
Total Net Revenue (Expense From Reserves)	$	1,068,871.19

Stanislaus Consolidated Fire Protection District
Summary Overtime
July 1, 2024 through January 31, 2025

	Hours		Amount
Out of Grade Pay	679.50	$	1,490.35
OT- AFG	2997.00	$	139,303.37
OT- Holiday	2595.00	$	129,213.65
OT Incident	704.48	$	37,079.70
OT - Out of Grade	501.50	$	19,997.13
OT-Sick	3244.50	$	156,320.35
OT- Strike Team	1348.75	$	73,972.61
OT- Traning	478.00	$	25,817.17
OT- Vacancy	2821.75	$	123,302.21
OT - Vacation	4129.00	$	214,040.35
OT - Workers Comp	2529.50	$	139,085.47
OT- Jury Duty	5.25	$	239.87
OT Breavement Leave	313.00	$	15,085.80
Overtime			
OT Total	22347.23	$	1,073,457.68

Stanislaus Consolidated Fire Protection District
Bank Accounts an Cash Accounts
As of January 31, 2025

		Total
ASSETS		
Current Assets		
Bank Accounts		
RESTRICTED FUNDS		
Riverbank Capital Facilities		0.00
20 CEQA-Riverbank [1322-8]		831,752.83
30 Dev. Fee Riverbank [0414-4]		100,938.83
Total Riverbank Capital Facilities	$	**932,691.66**
Waterford Cap. Fac. St 24 Build		0.00
25 CEQA-Waterford [0422-7]		78,294.05
35 Dev Fee-Waterford [0406-0]		4,795.22
Total Waterford Cap. Fac. St 24 Build	$	**83,089.27**
Total RESTRICTED FUNDS	$	**1,015,780.93**
Stanislaus County cash accounts		
7271 SCFPD General fund		4,032,201.65
7273 Development Fees - Riverbank		42,294.82
7274 CEQA - Riverbank		0.00
7276 Development - Waterford/Hickman		57,642.74
7277 CEQA - Waterford/Hickman		
Total Stanislaus County cash accounts	$	**4,132,139.21**
General Checking [8845]		1,011,400.96
Total Bank Accounts	$	**5,143,540.17**

Stanislaus Consolidated Fire Protection District
Bank Accounts an Cash Accounts
As of January 31, 2025

		Total
ASSETS		
Current Assets		
Bank Accounts		
RESTRICTED FUNDS		
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Stanislaus Consolidated Fire Protection District
Budget vs. Actuals FY 2024-2025
July 1, 2024 - January 31, 2025 50%

	Total			
	Actual	Budget	over Budget	% of Budget
Income				
4850 Misc Workers Comp reimbursement	37,471.76		37,471.76	
4880 Strike team personnel	119,886.36		119,886.36	
Development Fees	308.56	30,000.00	-29,691.44	1.03%
Waterford/Hickman (7276)	1,050.00		1,050.00	
Total Development Fees	**$ 1,358.56**	**$ 30,000.00**	**-$ 28,641.44**	**4.53%**
Discounts/Refunds Given			0.00	
Donated Funds	1,100.00		1,100.00	
Fire Investigator Reimb. FIU	95,350.49	190,000.00	-94,649.51	50.18%
Fire Recovery USA	15,095.58	30,000.00	-14,904.42	50.32%
Grant reimbursements	9,793.04	200,000.00	-190,206.96	4.90%
Incident Reports	338.75		338.75	
Interest		125,000.00	-125,000.00	0.00%
Stanislaus County			0.00	
CEQA-Waterford (7277)	9.52		9.52	
Dev. Fee-Riverbank (7273)	758.22		758.22	
Dev. Fee-Waterford (7276)	823.35		823.35	
General Fund (7271)	128,734.30		128,734.30	
Total Stanislaus County	**$ 130,325.39**	**$ 0.00**	**$ 130,325.39**	
WestAmerica Bank Interest			0.00	
CEQA-Riverbank	233.33		233.33	
CEQA-Waterford	13.77		13.77	
Dev. Fee - Waterford	0.60		0.60	
Dev. Fee-Riverbank	27.97		27.97	
Total WestAmerica Bank Interest	**$ 275.67**	**$ 0.00**	**$ 275.67**	
Total Interest	**$ 130,601.06**	**$ 125,000.00**	**$ 5,601.06**	**104.48%**
Miscellaneous Reimbursements	3,396.63	50,000.00	-46,603.37	6.79%
Medical Insurance Reimbursement	-91.26		-91.26	
Miscellaneous	-269.24		-269.24	
Retiree Medical Reimbursement	943.71		943.71	
Total Miscellaneous Reimbursements	**$ 3,979.84**	**$ 50,000.00**	**-$ 46,020.16**	**7.96%**
Other Revenue			0.00	
AMR - First Responder Svcs	26,886.53	60,000.00	-33,113.47	44.81%
Cell Tower Rent	7,406.21	16,500.00	-9,093.79	44.89%
Total Other Revenue	**$ 34,292.74**	**$ 76,500.00**	**-$ 42,207.26**	**44.83%**
Prevention Revenue		125,000.00	-125,000.00	0.00%
Apartment Inspections	55.47		55.47	
Fire Hydrant Water Flows	1,523.66		1,523.66	
Inspections	1,271.53		1,271.53	
Plan reviews	5,454.00	35,000.00	-29,546.00	15.58%

Riverbank/Modesto	27,914.00		27,914.00	
Waterford/Hickman	1,157.50		1,157.50	
Total Plan reviews	**$ 34,525.50**	**$ 35,000.00**	**-$ 474.50**	**98.64%**
Total Prevention Revenue	**$ 37,376.16**	**$ 160,000.00**	**-$ 122,623.84**	**23.36%**
Property Tax & Assessments			0.00	
CEQA		50,000.00	-50,000.00	0.00%
Riverbank	89,150.79		89,150.79	
Waterford/Hickman	747.41		747.41	
Total CEQA	**$ 89,898.20**	**$ 50,000.00**	**$ 39,898.20**	**179.80%**
FHA in-lieu-of tax app.		1,100.00	-1,100.00	0.00%
IMPACT	150.63		150.63	
Riverbank	2,887.60		2,887.60	
Waterford/Hickman	1,118.88		1,118.88	
Total IMPACT	**$ 4,157.11**	**$ 0.00**	**$ 4,157.11**	
Other Taxes	1,117,372.85	891,530.00	225,842.85	125.33%
Property Tax (Secured)	1,997,038.58	3,475,000.00	-1,477,961.42	57.47%
Property Tax (Unsecured)	179,150.68	175,000.00	4,150.68	102.37%
Property Tax - Unitary	36,699.27	62,000.00	-25,300.73	59.19%
Property Tax-prior unsecured		4,000.00	-4,000.00	0.00%
Special Assessment	5,102,919.96	8,676,096.00	-3,573,176.04	58.82%
Special Assessment-PY		25,000.00	-25,000.00	0.00%
State Homewners Prop.Tax Relief		26,350.00	-26,350.00	0.00%
Supplemental Property Tax	41,148.59	40,000.00	1,148.59	102.87%
Total Property Tax & Assessments	**$ 8,568,385.24**	**$ 13,426,076.00**	**-$ 4,857,690.76**	**63.82%**
RDA Revenue			0.00	
RDA - Residual		300,000.00	-300,000.00	0.00%
RDA pass-through	105,853.04	190,000.00	-84,146.96	55.71%
Total RDA Revenue	**$ 105,853.04**	**$ 490,000.00**	**-$ 384,146.96**	**21.60%**
Services	32,508.54		32,508.54	
Total Income	**$ 9,193,391.16**	**$ 14,777,576.00**	**-$ 5,584,184.84**	**62.21%**
Gross Profit	**$ 9,193,391.16**	**$ 14,777,576.00**	**-$ 5,584,184.84**	**62.21%**
Expenses				
60000 Serv & Supp			0.00	
60022 Medical Exams	75.00		75.00	
Total 60000 Serv & Supp	**$ 75.00**	**$ 0.00**	**$ 75.00**	
Chart of Accounts			0.00	
5000 Salaries & Benefits			0.00	
5020 Overtime	1,034,834.82	1,400,000.00	-365,165.18	73.92%
Overtime Reimbursements	-190,700.98		-190,700.98	
Total 5020 Overtime	$ 844,133.84	$ 1,400,000.00	-$ 555,866.16	60.30%
5030 Retirement			0.00	
5031 Retirement		1,001,974.00	-1,001,974.00	0.00%
5031a CalPers Safety	564,636.39		564,636.39	
5031b Calpers Misc.	12,067.18		12,067.18	
Total 5031 Retirement	$ 576,703.57	$ 1,001,974.00	-$ 425,270.43	57.56%
5032 Employee CalPERS Reimb.	-371,285.43		-371,285.43	
5033 Administrative Fee	200.00	1,250.00	-1,050.00	16.00%

5036 Side Fund Principal	535,000.00	535,000.00	0.00	100.00%
5037 Side Fund Interest	296,276.50	296,276.00	0.50	100.00%
5038 Cal PERS UAL Aug. 1	294,646.00	304,500.00	-9,854.00	96.76%
5039 GASB 68 reporting requirement	1,400.00	1,400.00	0.00	100.00%
Total 5030 Retirement	**$ 1,332,940.64**	**$ 2,140,400.00**	**-$ 807,459.36**	**62.28%**
5040 Employee Group Insurance			0.00	
5041 Medical Insurance	415,846.85	825,545.00	-409,698.15	50.37%
5042 Vision Insurance	5,805.33	12,000.00	-6,194.67	48.38%
5043 Dental Insurance	33,737.26	73,000.00	-39,262.74	46.22%
5044 Life Insurance	6,023.00	12,100.00	-6,077.00	49.78%
5045 LTD Insurance	9,438.00	14,000.00	-4,562.00	67.41%
5047 Vol Life Ins	48.91		48.91	
5048 Central Valley Ret. Med Trust	72,400.00	120,200.00	-47,800.00	60.23%
Total 5040 Employee Group Insurance	**$ 543,299.35**	**$ 1,056,845.00**	**-$ 513,545.65**	**51.41%**
5050 Retiree Group Insurance	46,900.70	135,000.00	-88,099.30	34.74%
5060 Workers' Compensation Insurance			0.00	
5061 Workers' Compensation	361,379.50	722,759.00	-361,379.50	50.00%
Total 5060 Workers' Compensation Insurance	**$ 361,379.50**	**$ 722,759.00**	**-$ 361,379.50**	**50.00%**
Salaries & Wages			0.00	
5010 Salary & Wages	2,698,681.67	5,078,061.00	-2,379,379.33	53.14%
5011 Haz Mat Pay	626.69	2,000.00	-1,373.31	31.33%
5011-1 Swift Water	6,203.11	21,500.00	-15,296.89	28.85%
5011-2 Bilingual Pay	1,022.40	900.00	122.40	113.60%
5011-3 Education Pay	56,645.39	95,956.00	-39,310.61	59.03%
5012 Employee Medical Waiver	146,346.92	268,848.00	-122,501.08	54.43%
5015 Everbridge former hiplink		1,250.00	-1,250.00	0.00%
5016 FLSA	69,265.82	124,876.00	-55,610.18	55.47%
5017 Leave Time Buy-Back	155,376.80	274,368.00	-118,991.20	56.63%
5018 Uniform Allowance	31,337.38	56,256.00	-24,918.62	55.70%
5019 Payroll Tax Expense	63,711.92	106,198.00	-42,486.08	59.99%
5029 Group-Term Life Insurance	3,379.91		3,379.91	
Total Salaries & Wages	**$ 3,232,598.01**	**$ 6,030,213.00**	**-$ 2,797,614.99**	**53.61%**
Total 5000 Salaries & Benefits	**$ 6,361,252.04**	**$ 11,485,217.00**	**-$ 5,123,964.96**	**55.39%**
6000 Services & Supplies			0.00	
6020 Clothing & PPE	4,612.01		4,612.01	
6021 Badges & Emblems	3,023.53	1,000.00	2,023.53	302.35%
6022 Safety Clothing	17,514.85	121,180.00	-103,665.15	14.45%
6023 Replacement Clothing / Uniforms	838.90	500.00	338.90	167.78%
Total 6020 Clothing & PPE	**$ 25,989.29**	**$ 122,680.00**	**-$ 96,690.71**	**21.18%**
6050 Household Expense	5,958.47	6,500.00	-541.53	91.67%
6051 Station Supplies	6,999.92	18,000.00	-11,000.08	38.89%
6052 Bottled Water	3,507.70	3,700.00	-192.30	94.80%
6053 Oxygen Service	210.00	1,000.00	-790.00	21.00%
6054 Furnishings & Appliances	6,124.76	2,800.00	3,324.76	218.74%
Total 6050 Household Expense	**$ 22,800.85**	**$ 32,000.00**	**-$ 9,199.15**	**71.25%**
6060 Insurance			0.00	
6061 Fiduciary Insurance	100,465.43	72,000.00	28,465.43	139.54%

Total 6060 Insurance	$ 100,465.43	$ 72,000.00	$ 28,465.43	139.54%
6080 Equipment Maint. & Repairs			0.00	
6081 Vehicle Maint & Repair	1,688.00	245,000.00	-243,312.00	0.69%
02-02 SSLWR26 Chevy Tahoe	20.61		20.61	
03-01 SSLG26 Ford Type 6	143.41		143.41	
03-02 SSLG21 Ford Type 6	2,403.03		2,403.03	
04-01 SSLE221 Pierce Type 1	34,491.45		34,491.45	
04-03 SSLE23 Pierce Type 1	9,583.83		9,583.83	
04-04 SSLE226 Pierce Type 1	1,244.43		1,244.43	
04-05 SSLWR24 2004 Expedition	46.16		46.16	
08-01 2008 Chevy P/U	49.75		49.75	
08-02 SSLE223 OES 347 HME Type1	437.50		437.50	
08-03 SSLWT220 Int. WaterTender	1,956.22		1,956.22	
09-01 Chevy Tahoe	1,649.27		1,649.27	
10-01 Ford Expedition	987.04		987.04	
11-01 Ford Expedition	2,297.64		2,297.64	
11-02 SSLB24 Int. Type 3	8,346.50		8,346.50	
12-01 Ford Expedition	56.75		56.75	
13-01 SSLQ22 Pierce Quint	39,120.01		39,120.01	
15-01 SSLE26 Pierce Type 1	31,219.38		31,219.38	
15-02 SSLE21 Pierce Type 1	23,321.05		23,321.05	
16-01 - Ford Explorer	1,083.83		1,083.83	
16-02 - Ford Explorer	2,552.42		2,552.42	
17-01 SSLWT24 Kenworth WT	437.50		437.50	
17-02 Ford Escape	432.82		432.82	
18-01 SSLE24 Rosenbauer type 1	8,588.54		8,588.54	
23-01 Training Vehicle	391.04		391.04	
24-01 FIU Tahoe	30,167.37		30,167.37	
24-02 BC Tahoe	60,038.19		60,038.19	
99-03 SSLB23 Int. Type 3	8,402.56		8,402.56	
Boat 24	2,527.86		2,527.86	
Boat 26	129.06		129.06	
Total 6081 Vehicle Maint & Repair	$ 273,813.22	$ 245,000.00	$ 28,813.22	111.76%
6082 Radio & Pager Maint & Repair		18,000.00	-18,000.00	0.00%
6083 Small Engine		5,130.00	-5,130.00	0.00%
6084 Handlight Repairs		1,500.00	-1,500.00	0.00%
6086 SCBA Equipment Maint. & Repairs	10,545.92	17,650.00	-7,104.08	59.75%
6087 Rope Rescue Equipment	10,562.93	8,000.00	2,562.93	132.04%
6088 Water Rescue	5,437.71	45,500.00	-40,062.29	11.95%
6089 - Confined Space	208.30	1,000.00	-791.70	20.83%
6089 -1 Hose Program	8,246.00	80,000.00	-71,754.00	10.31%
6089 -2 Firefighting Equip	1,200.00	30,000.00	-28,800.00	4.00%
6089 -3 Non-Firefighting Equip	1,296.87	10,000.00	-8,703.13	12.97%
6089 -4 Class A Foam Replacement	1,666.67	8,220.00	-6,553.33	20.28%
Total 6080 Equipment Maint. & Repairs	$ 312,977.62	$ 470,000.00	-$ 157,022.38	66.59%
6090 Maintenance - Buildings		60,000.00	-60,000.00	0.00%
6090-20 Main Office	4,411.51		4,411.51	

6090-21 St. 21	7,977.74		7,977.74	
6090-22 St. 22	8,375.32		8,375.32	
6090-23 St. 23	6,986.69		6,986.69	
6090-24 St. 24	3,632.65		3,632.65	
6090-26 St. 26	1,035.22		1,035.22	
Total 6090 Maintenance - Buildings	**$ 32,419.13**	**$ 60,000.00**	**-$ 27,580.87**	**54.03%**
6100 Medical Supplies			0.00	
6101 Medical Supplies	2,321.98	15,000.00	-12,678.02	15.48%
6102 Paramedic Program	102,594.66	100,000.00	2,594.66	102.59%
6102-A Paramedic Grant	36,130.00		36,130.00	
Total 6102 Paramedic Program	**$ 138,724.66**	**$ 100,000.00**	**$ 38,724.66**	**138.72%**
6103a AED Maintenance Certification		27,700.00	-27,700.00	0.00%
6104 Masimo Certification		4,386.00	-4,386.00	0.00%
6405 Lucas Maintenance		3,561.00	-3,561.00	0.00%
Total 6100 Medical Supplies	**$ 141,046.64**	**$ 150,647.00**	**-$ 9,600.36**	**93.63%**
6110 Memberships			0.00	
6111 Memberships	12,655.92	12,500.00	155.92	101.25%
Total 6110 Memberships	**$ 12,655.92**	**$ 12,500.00**	**$ 155.92**	**101.25%**
6120 Miscellaneous Expense			0.00	
6120-1 Other Expenses	2,051.98		2,051.98	
6122 Food	2,284.45	2,000.00	284.45	114.22%
6124 Cellular Phone	32.32		32.32	
6125 Travel & Lodging	4,548.53	5,000.00	-451.47	90.97%
6126 Bank Service Charge	850.60		850.60	
6127 Board Member Meeting Allowance	2,200.00	8,000.00	-5,800.00	27.50%
6128 Executive Development		2,500.00	-2,500.00	0.00%
Total 6120 Miscellaneous Expense	**$ 11,967.88**	**$ 17,500.00**	**-$ 5,532.12**	**68.39%**
6130 Office Expense	618.90		618.90	
6131 Stationary / Business Cards	176.46	1,000.00	-823.54	17.65%
6132 Postage	182.72	1,000.00	-817.28	18.27%
6133 Office Supplies	651.77	5,150.00	-4,498.23	12.66%
6134 Printer Supplies	745.38	2,050.00	-1,304.62	36.36%
6135 Computer Equipment	5,380.24	6,200.00	-819.76	86.78%
Total 6130 Office Expense	**$ 7,755.47**	**$ 15,400.00**	**-$ 7,644.53**	**50.36%**
6140 Prof. & Specialized Services	34,115.00		34,115.00	
6141 Accounting/Auditing Expense	31,172.09	100,000.00	-68,827.91	31.17%
6141-2 Administrative	236,241.88	404,986.00	-168,744.12	58.33%
6142 Record Destruction Service	494.80	1,100.00	-605.20	44.98%
6143 Legal	11,084.61	60,000.00	-48,915.39	18.47%
6144 Sunpro Fire RMS		7,000.00	-7,000.00	0.00%
6145 IT Services Contract	44,640.40	113,500.00	-68,859.60	39.33%
6147 Pre-Employment Screening	17,394.30	25,000.00	-7,605.70	69.58%
6148 Ladder Testing	2,686.40	4,500.00	-1,813.60	59.70%
6149 - Medical Exams	45,381.17	10,000.00	35,381.17	453.81%
6149 -3 Personnel Recruitment	566.00	1,000.00	-434.00	56.60%
6149 -4 TeleStaff Voxeo contract		12,000.00	-12,000.00	0.00%
6149 -5 Paychex contract	1,814.38	15,700.00	-13,885.62	11.56%

6149 -6 Consultant Services	27,892.50	19,000.00	8,892.50	146.80%
6149 -7 SR 911 Dispatch Services	97,992.00	192,000.00	-94,008.00	51.04%
6149 -8 Streamline Automation system	9,543.00	11,200.00	-1,657.00	85.21%
Total 6140 Prof. & Specialized Services	**$ 561,018.53**	**$ 976,986.00**	**-$ 415,967.47**	**57.42%**
6150 Publications & Legal Notices			0.00	
6151 Prevention Publications		500.00	-500.00	0.00%
6152 Publications & Legal Notices	585.68	1,600.00	-1,014.32	36.61%
Total 6150 Publications & Legal Notices	**$ 585.68**	**$ 2,100.00**	**-$ 1,514.32**	**27.89%**
6160 Rent & Leases - Equip.			0.00	
6162 Alarm System HQ	622.00	1,500.00	-878.00	41.47%
6164 Copier	1,272.29	2,000.00	-727.71	63.61%
6165 Postage Meter	338.75	750.00	-411.25	45.17%
6166 Computer Software Licensing	4,250.00	13,000.00	-8,750.00	32.69%
6167 Station 25 Lease	1,200.00	2,400.00	-1,200.00	50.00%
Total 6160 Rent & Leases - Equip.	**$ 7,683.04**	**$ 19,650.00**	**-$ 11,966.96**	**39.10%**
6180 Small Tools & Instruments	5,424.01	16,000.00	-10,575.99	33.90%
6190 Special Departmental Expenses	3,059.95		3,059.95	
6191 Training Program	8,408.09	33,550.00	-25,141.91	25.06%
6192 Workshops & Seminars	811.31	3,000.00	-2,188.69	27.04%
6193 Volunteer / Intern Program		500.00	-500.00	0.00%
6193-1 Explorer Program		1,000.00	-1,000.00	0.00%
6194 Education Reimbursement	12,699.36	20,000.00	-7,300.64	63.50%
6195 -1 Prevention Expenses	13,142.73	22,500.00	-9,357.27	58.41%
6195 Prevention Education Program	6,461.72	3,000.00	3,461.72	215.39%
6197 Life Jacket Program		500.00	-500.00	0.00%
6198 Community CPR Program	20.00	5,000.00	-4,980.00	0.40%
6199 -3 Fitness Equipment Maintenance	450.00	3,500.00	-3,050.00	12.86%
Total 6190 Special Departmental Expenses	**$ 45,053.16**	**$ 92,550.00**	**-$ 47,496.84**	**48.68%**
6200 Transportation & Travel			0.00	
6201 Fuel & Oil	75,779.77	140,000.00	-64,220.23	54.13%
Total 6200 Transportation & Travel	**$ 75,779.77**	**$ 140,000.00**	**-$ 64,220.23**	**54.13%**
6210 Utilities		100,000.00	-100,000.00	0.00%
6219-2 Cable Services	868.26	4,600.00	-3,731.74	18.88%
6219-3 MDC, T-1 lines, Cell phones	34,919.36	65,000.00	-30,080.64	53.72%
6219-6 Wireless Internet	6,584.00	10,500.00	-3,916.00	62.70%
6220 St HQ Riverbank			0.00	
6220-2 Electricity	4,356.64		4,356.64	
6220-3 Natural Gas	301.22		301.22	
6220-4 Water & Sewer	767.76		767.76	
6220-5 Pest Control Service	95.59		95.59	
Total 6220 St HQ Riverbank	**$ 5,521.21**	**$ 0.00**	**$ 5,521.21**	
6221 St 21			0.00	
6221-1 Disposal Service	1,007.65		1,007.65	
6221-2 Electricity	3,815.41		3,815.41	
6221-3 Natural Gas	1,085.88		1,085.88	
6221-4 Water & Sewer	1,058.08		1,058.08	
6221-5 Pest Control Service	159.72		159.72	

6221-6 Biohazard Medical Waste	698.67		698.67	
Total 6221 St 21	$ 7,825.41	$ 0.00	$ 7,825.41	
6222 St 22			0.00	
6222-1 Disposal Service	863.70		863.70	
6222-2 Electricity	4,896.00		4,896.00	
6222-3 Natural Gas	1,773.76		1,773.76	
6222-4 Water & Sewer	1,006.49		1,006.49	
6222-5 Pest Control Service	359.72		359.72	
6222-6 Biohazard Medical Waste	698.64		698.64	
Total 6222 St 22	$ 9,598.31	$ 0.00	$ 9,598.31	
6223 St 23			0.00	
6223-1 Disposal Service	1,067.71		1,067.71	
6223-2 Electricty	3,221.91		3,221.91	
6223-3 Natural Gas	1,509.76		1,509.76	
6223-5 Pest Control Service	159.72		159.72	
Total 6223 St 23	$ 5,959.10	$ 0.00	$ 5,959.10	
6224 St 24 Waterford			0.00	
6224-2 Electricity	6,588.86		6,588.86	
6224-3 Natural Gas	1,180.83		1,180.83	
6224-4 Water & Sewer	1,894.55		1,894.55	
6224-5 Pest Control Service	166.98		166.98	
6224-6 Biohazard Medical Waste	723.24		723.24	
Total 6224 St 24 Waterford	$ 10,554.46	$ 0.00	$ 10,554.46	
6225 St 25 La Grange			0.00	
6225-5 Pest Control Service	79.87		79.87	
Total 6225 St 25 La Grange	$ 79.87	$ 0.00	$ 79.87	
6226 St 26	20,325.13		20,325.13	
6226-1 Disposal Service	743.87		743.87	
6226-3 Natural Gas	1,696.56		1,696.56	
6226-4 Water & Sewer	667.83		667.83	
6226-5 Pest Control Service	95.58		95.58	
6226-6 Biohazard Medical Waste	698.94		698.94	
Total 6226 St 26	$ 24,227.91	$ 0.00	$ 24,227.91	
Total 6210 Utilities	$ 106,137.89	$ 180,100.00	-$ 73,962.11	58.93%
6310 Direct Assessment Reimbursement		3,500.00	-3,500.00	0.00%
6311 Property Tax Admin Charge		52,300.00	-52,300.00	0.00%
6312 SCFPD Special Benefit Assesment		3,150.00	-3,150.00	0.00%
6313 Direct Assessment - Wildan Fin	6,751.90	14,000.00	-7,248.10	48.23%
6314 GIS Software/Website (Cal Cad)	4,900.00	14,600.00	-9,700.00	33.56%
Total 6310 Direct Assessment Reimbursement	$ 11,651.90	$ 87,550.00	-$ 75,898.10	13.31%
Total 6000 Services & Supplies	$ 1,481,412.21	$ 2,467,663.00	-$ 986,250.79	60.03%
7000 Capital Expenditures	267,823.75	165,000.00	102,823.75	162.32%
7000-A Service Dog	140.27		140.27	
7049 Station 24 Replacement		170,059.00	-170,059.00	0.00%
7090 Taxes & Assessments			0.00	
7092 Direct Assessments	4,177.30		4,177.30	
Total 7090 Taxes & Assessments	$ 4,177.30	$ 0.00	$ 4,177.30	

7150 Financial Charges	1,500.00		1,500.00	
7151 Service Charges	6,708.26		6,708.26	
Total 7150 Financial Charges	**$ 8,208.26**	**$ 0.00**	**$ 8,208.26**	
7800 Equipment			0.00	
7803 Apparatus/Vehicle Replacement		41,169.00	-41,169.00	0.00%
7821 Roenbauer principal		134,073.00	-134,073.00	0.00%
Total 7800 Equipment	**$ 0.00**	**$ 175,242.00**	**-$ 175,242.00**	**0.00%**
Total 7000 Capital Expenditures	**$ 280,349.58**	**$ 510,301.00**	**-$ 229,951.42**	
Total Chart of Accounts	**$ 8,123,013.83**	**$ 14,463,181.00**	**-$ 6,340,167.17**	
SALES TAX	1,431.14		1,431.14	
Total Expenses	**$ 8,124,519.97**	**$ 14,463,181.00**	**-$ 6,338,661.03**	
Net Operating Income	**$ 1,068,871.19**	**$ 314,395.00**	**$ 754,476.19**	
Net Income	**$ 1,068,871.19**	**$ 314,395.00**	**$ 754,476.19**	

Stanislaus Consolidated Fire Protection District
3324 Topeka Street
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STAFF REPORT

TO: President and Members of the Board of Directors

FROM: Clint Bray, Deputy Chief

SUBJECT: District ISO Classification

DATE: February 20, 2025

BACKGROUND

The Insurance Services Office (ISO) has completed its Public Protection Classification (PPC) survey for Stanislaus Consolidated Fire Protection District (FPD), resulting in a **classification of 02/2Y**, which will take effect on **May 1, 2025**. This classification reflects the district's structural fire suppression capabilities and influences insurance underwriting and premium calculations

DISCUSSION

The Insurance Services Office (ISO) has evaluated the fire suppression capabilities of the Stanislaus Consolidated Fire Protection District (FPD) in California. The assessment follows the Fire Suppression Rating Schedule (FSRS) and assigns a **Public Protection Classification (PPC) of 02/2Y**, which reflects the district's fire protection effectiveness.

Key Components Evaluated:

1. **Emergency Communications (10% of Score)**
   - Measures the efficiency of fire alarm reporting, telecommunicator capabilities, and dispatch circuits.
   - The district scored **9.7 out of 10 points**.
2. **Fire Department (50% of Score)**
   - Evaluates personnel, equipment, deployment, and training.
   - The district scored **36.49 out of 50 points**.
   - Highlights:
     - Strong credit for company personnel and training.
     - Deployment analysis scored **5.71 out of 10**, indicating room for improvement.
     - No reserve ladder and service trucks were credited.
3. **Water Supply (40% of Score)**
   - Analyzes the adequacy of the water distribution system, hydrant availability, and flow testing.
   - The district scored **31.16 out of 40 points**.

    - A total of **11,304 fire hydrants** were evaluated.
4. **Divergence Factor**
    - A mathematical adjustment that accounts for disparities between fire department effectiveness and water supply.
    - Applied a minor deduction of **-0.98 points**.
5. **Community Risk Reduction (5.5 Additional Points)**
    - Assesses fire prevention, public safety education, and fire investigation efforts.
    - The district received **4.85 out of 5.5 points**, indicating strong community risk reduction initiatives.

Final Classification and Impact

- **Classification: 02/2Y**
    - Class **2** applies to properties within **5 road miles** of a recognized fire station and within **1,000 feet of a fire hydrant**.
    - Class **2Y** applies to properties within **5 road miles** of a station but beyond **1,000 feet from a hydrant**.
- **Insurance Implications:**
    - A strong PPC rating can lead to **lower insurance premiums** for homes and businesses in the district.

Conclusion

The Stanislaus Consolidated FPD has demonstrated **high-level fire suppression capabilities**, particularly in emergency communications, fire department readiness, and water supply. Areas for further improvement include **deployment analysis and ladder/service truck availability** to enhance response effectiveness

Clint Bray
Deputy Chief

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January 21, 2025

Mr. Greg Beranardi, Board Chairman
Stanislaus Consolidated FPD
3324 Topeka St
Riverbank, California, 95367

RE: Stanislaus Consolidated Fpd, Stanislaus County, California (N)
Public Protection Classification: 02/2Y
Effective Date: May 01, 2025

Dear Mr. Greg Beranardi,

We wish to thank you and Chief Kevin Wise 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. Kasey Young, Director, Stanislaus Regional 911
Chief Kevin Wise, Chief, Stanislaus Consolidated Fire Department
Mr. Bill Sandhu, Water Supervisor, Modesto Public Works
Mr. Ben Blazzard, Water Superintendent, La Grange Water System
Mr. Carlos Guerrero,Water Operator, Turlock Water Department
Mr. Eric Tackett, Utility Director, Riverbank PW
Mr. Jared Steeley, Superintendent, Waterford - River Point PW

Public Protection Classification

(PPC®)

Summary Report

Stanislaus Consolidated FPD

California (N)

Prepared by

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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.

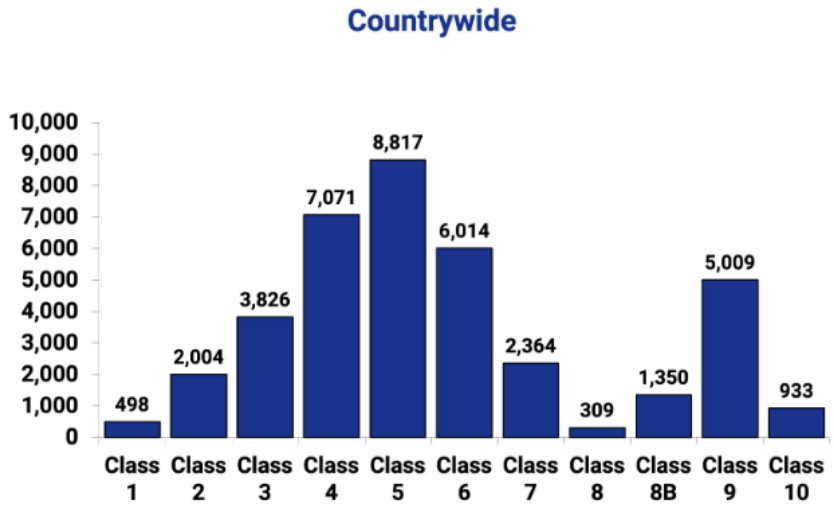
What's the benefit of Class 10W?
10W gives credit to risks within 5 to 7 road miles of the responding fire station and within 1,000 feet of a creditable water supply. That's reflective of the potential for reduced property insurance premiums.

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 Stanislaus Consolidated FPD. 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.

FSRS Feature	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	**3.00**	**3**
422. Credit for Telecommunicators	**4.00**	**4**
432. Credit for Dispatch Circuits	**2.70**	**3**
440. Credit for Emergency Communications	**9.70**	**10**
Fire Department		
513. Credit for Engine Companies	**4.45**	**6**
523. Credit for Reserve Pumpers	**0.48**	**0.50**
532. Credit for Pump Capacity	**3.00**	**3**
549. Credit for Ladder Service	**2.71**	**4**
553. Credit for Reserve Ladder and Service Trucks	**0.00**	**0.50**
561. Credit for Deployment Analysis	**5.71**	**10**
571. Credit for Company Personnel	**10.34**	**15**
581. Credit for Training	**7.80**	**9**
730. Credit for Operational Considerations	**2.00**	**2**
590. Credit for Fire Department	**36.49**	**50**
Water Supply		
616. Credit for Supply System	**22.06**	**30**
621. Credit for Hydrants	**2.98**	**3**
631. Credit for Inspection and Flow Testing	**6.12**	**7**
640. Credit for Water Supply	**31.16**	**40**
Divergence	**-0.98**	--
1050. Community Risk Reduction	**4.85**	**5.50**
Total Credit	**81.22**	**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	**4.00**	4
432. Credit for Dispatch Circuits	**2.70**	3
Item 440. Credit for Emergency Communications:	**9.70**	**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
A./B. Basic 9-1-1, Enhanced 9-1-1 or No 9-1-1 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.	**20.00**	**20**
1. E9-1-1 Wireless 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	**25.00**	**25**
2. E9-1-1 Voice over Internet Protocol (VoIP) Static VoIP using Static ALI Functionality (10 points); Nomadic VoIP using Dynamic ALI Functionality (15 points); Both available will be 25 points	**25.00**	**25**
3. Computer Aided Dispatch Basic CAD (5 points); CAD with Management Information System (5 points); CAD with Interoperability (5 points)	**15.00**	**15**
4. Geographic Information System (GIS/AVL) The PSAP uses a fully integrated CAD/GIS management system with automatic vehicle location (AVL) integrated with a CAD system providing dispatch assignments. The individual fire departments being dispatched do not need GIS/AVL capability to obtain this credit.	**15.00**	**15**
Review of Emergency Reporting total:	**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
A1. Alarm Receipt (AR) Receipt of alarms shall meet the requirements in accordance with the criteria of NFPA 1221	**20.00**	**20**
A2. Alarm Processing (AP) Processing of alarms shall meet the requirements in accordance with the criteria of NFPA 1221	**20.00**	**20**
B. Emergency Dispatch Protocols (EDP) Telecommunicators have emergency dispatch protocols (EDP) containing questions and a decision-support process to facilitate correct call categorization and prioritization.	**20.00**	**20**
C. Telecommunicator Training and Certification (TTC) Telecommunicators meet the qualification requirements referenced in NFPA 1061, *Standard for Professional Qualifications for Public Safety Telecommunicator,* and/or the Association of Public-Safety Communications Officials - International (APCO) *Project 33.* Telecommunicators are certified in the knowledge, skills, and abilities corresponding to their job functions.	**20.00**	**20**
D. Telecommunicator Continuing Education and Quality Assurance (TQA) Telecommunicators participate in continuing education and/or in-service training and quality-assurance programs as appropriate for their positions	**20.00**	**20**
Review of Telecommunicators total:	**100.00**	**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)” = 2.70 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	**4.45**	6
523. Credit for Reserve Pumpers	**0.48**	0.5
532. Credit for Pumper Capacity	**3.00**	3
549. Credit for Ladder Service	**2.71**	4
553. Credit for Reserve Ladder and Service Trucks	**0.00**	0.5
561. Credit for Deployment Analysis	**5.71**	10
571. Credit for Company Personnel	**10.34**	15
581. Credit for Training	**7.80**	9
730. Credit for Operational Considerations	**2.00**	2
Item 590. Credit for Fire Department:	**36.49**	**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: **5 engine companies**

a) **5 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 **5 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)" = 4.45 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)" = 0.48 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 **1 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 **0 service companies** in service.

Item 549 "Credit for Ladder Service (CLS)" = 2.71 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)" = 5.71 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 **16.00 on-duty personnel** and an average of **0.00 on-call personnel** responding on first alarm structure fires.

Item 571 "Credit for Company Personnel (CCP)" = 10.34 points

Item 581 – Credit for Training (9 points)

Training	Earned Credit	Credit Available
A. Facilities, and Use For maximum credit, each firefighter should receive 18 hours per year in structure fire related subjects as outlined in NFPA 1001.	**35.0(**	**35**
B. Company Training For maximum credit, each firefighter should receive 16 hours per month in structure fire related subjects as outlined in NFPA 1001.	**18.75**	**25**
C. Classes for Officers 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.	**10.91**	**12**
D. New Driver and Operator Training 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.	**5.00**	**5**
E. Existing Driver and Operator Training 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.	**5.00**	**5**
F. Training on Hazardous Materials For maximum credit, each firefighter should receive 6 hours of training for incidents involving hazardous materials in accordance with NFPA 472.	**1.00**	**1**
G. Recruit Training 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.	**5.00**	**5**
H. Pre-Fire Planning Inspections 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.	**6.00**	**12**

Item 580 "Credit for Training (CT)" = 7.80 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	**22.06**	30
621. Credit for Hydrants	**2.98**	3
631. Credit for Inspection and Flow Testing	**6.12**	7
Item 640. Credit for Water Supply:	**31.16**	**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)" = 22.06 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 11304 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	11227
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	65
E./F. Flush Type, Cistern, or Suction Point	12

Item 621 "Credit for Hydrants (CH)" = 2.98 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 = 3.73 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 = 2.39 points

Item 631 "Credit for Inspection and Fire Flow Testing (CIT)" = 6.12 points

Divergence = -0.98

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)	**1.98**	2.2
1033. Credit for Public Fire Safety Education (CFSE)	**1.88**	2.2
1044. Credit for Fire Investigation Programs (CIP)	**0.99**	1.1
Item 1050. Credit for Community Risk Reduction	**4.85**	**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.	**3.43**	**6**
Fire Prevention Programs (PCP) Evaluation of fire prevention programs.	**14.60**	**16**
Review of Fire Prevention Code and Enforcement (CPCE) subtotal:	**36.03**	**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.	**7.50**	**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:	**34.10**	**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.	**3.94**	**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:	**17.94**	**20**

Summary of PPC Review

for

Stanislaus Consolidated FPD

FSRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	**3.00**	**3**
422. Credit for Telecommunicators	**4.00**	**4**
432. Credit for Dispatch Circuits	**2.70**	**3**
440. Credit for Emergency Communications	**9.70**	**10**
Fire Department		
513. Credit for Engine Companies	**4.45**	**6**
523. Credit for Reserve Pumpers	**0.48**	**0.5**
532. Credit for Pumper Capacity	**3.00**	**3**
549. Credit for Ladder Service	**2.71**	**4**
553. Credit for Reserve Ladder and Service Trucks	**0.00**	**0.5**
561. Credit for Deployment Analysis	**5.71**	**10**
571. Credit for Company Personnel	**10.34**	**15**
581. Credit for Training	**7.80**	**9**
730. Credit for Operational Considerations	**2.00**	**2**
590. Credit for Fire Department	**36.49**	**50**
Water Supply		
616. Credit for Supply System	**22.06**	**30**
621. Credit for Hydrants	**2.98**	**3**
631. Credit for Inspection and Flow Testing	**6.12**	**7**
640. Credit for Water Supply	**31.16**	**40**
Divergence	**-0.98**	--
1050. Community Risk Reduction	**4.85**	**5.50**
Total Credit	**81.22**	**105.5**

Final Community Classification = 02/2Y

INSURANCE SERVICES OFFICE, INC.

HYDRANT FLOW DATA SUMMARY

Community Stanislaus Consolidated Fpd

County California (N)(Stanislaus), State California (N) (04) Witnessed by: Insurance Services Office Survey Date: November 1, 2024

TEST NO.	TYPE DIST.*	TEST LOCATION	SERVICE	FLOW - GPM $Q=(29.83(C(d^2)p^{0.5}))$ INDIVIDUAL HYDRANTS			TOTAL	PRESSURE PSI STATIC	RESID.	FLOW -AT 20 PSI NEEDED **	AVAIL.	REMARKS***	MODEL TYPE	FLOW TEST DATE
1.0		Corner of Finch and Business Park Dr.	La Grange Water System, Main	1230	0	0	1230	68	60	3500	3200	(C)-(1289 gpm)	FTPC	10/17/2024
2		300 Blk Doherty Ave.	Modesto Public Works, Main PZ	1090	0	0	1090	62	50	5500	2100		FTPC	10/17/2024
3.0		Corner Hoover and Wieland	Modesto Public Works, Main PZ	1110	0	0	1110	66	60	3500	3300		FTPC	10/17/2024
4		2150 Lapham Drive	Modesto Public Works, Main PZ	1160	0	0	1160	70	52	7000	2000		FTPC	10/17/2024
5		300 Mariposa	Modesto Public Works, Main PZ	1110	0	0	1110	69	58	6500	2500		FTPC	10/17/2024
6		3924 Finch	Modesto Public Works, Main PZ	1160	0	0	1160	72	58	8000	2400		FTPC	10/17/2024
7		2454 Nathan Ave.	Modesto Public Works, Main PZ	1160	0	0	1160	74	64	6000	2900		FTPC	10/17/2024
8.0		3250 Patterson Road	Riverbank PW, Main	1190	0	0	1190	76	66	3500	3000		FTPC	10/17/2024
9.0		567 S. Riverside	Turlock Water Department, Main	1160	0	0	1160	65	58	500	3200		FTPC	10/17/2024
10		205 Spenker	Modesto Public Works, Main PZ	1110	0	0	1110	70	62	5000	3000		FTPC	10/17/2024
11		4808 Yosemite Blvd.	Waterford - River Point PW, Main	1140	0	0	1140	60	52	7500	2700	(D)-(2792 gpm)	FTPC	10/17/2024
12		513 McClure	Modesto Public Works, Main PZ	1100	0	0	1100	77	65	7000	2600		FTPC	10/17/2024
13		200 Doherty Ave	Modesto Public Works, Main PZ	1160	0	0	1160	80	68	7000	2800		FTPC	10/17/2024
14		513 S McClure	Modesto Public Works, Main PZ	1160	0	0	1160	80	65	6000	2500		FTPC	10/17/2024
15		536 Mariposa	Modesto Public Works, Main PZ	1200	0	0	1200	80	67	6000	2700		FTPC	10/17/2024
16		5300 Claus Rd	Modesto Public Works, Main PZ	1060	0	0	1060	70	62	6000	2900		FTPC	10/17/2024

THE ABOVE LISTED NEEDED FIRE FLOWS ARE FOR PROPERTY INSURANCE PREMIUM CALCULATIONS ONLY AND ARE *NOT* INTENDED TO PREDICT THE MAXIMUM AMOUNT OF WATER REQUIRED FOR A LARGE SCALE FIRE CONDITION.

THE AVAILABLE FLOWS ONLY INDICATE THE CONDITIONS THAT EXISTED AT THE TIME AND AT THE LOCATION WHERE TESTS WERE WITNESSED.

***Comm = Commercial; Res = Residential.**

****Needed is the rate of flow for a specific duration for a full credit condition. Needed Fire Flows greater than 3,500 gpm are not considered in determining the classification of the city when using the Fire Suppression Rating Schedule.**

***** (A)-Limited by available hydrants to gpm shown. Available facilities limit flow to gpm shown plus consumption for the needed duration of (B)-2 hours, (C)-3 hours or (D)-4 hours.**

Stanislaus Consolidated Fire Protection District
3324 Topeka Street
Riverbank, CA 95367
Phone: (209) 869-7470 · Fax: (209) 869-7475
www.scfpd.us

STAFF REPORT

TO: President and Members of the Board of Directors

FROM: Clinton Bray, Deputy Chief

SUBJECT: Amending Board Policy 4.1 to Move the Regular Meeting Day

DATE: February 20, 2025

BACKGROUND

The Board of Directors Policy Manual Section 4.1 – Regular Meetings states the following:

> ***Section 4.1 – Regular Meetings***
> *Regular meetings of the Board of Directors shall be held on the Third Thursday of each month at 6 PM. Meetings will be held in the Station 26 Social Hall, located at 3318 Topeka Street in Riverbank.*

DISCUSSION

At the Regular Board meeting on January 16, 2025, the Board of Directors discussed moving the regular meeting day from the third Thursday of the month to the third Wednesday of the month in order to ensure that all five Directors and District counsel are able to attend. The Board agreed to move forward with presenting a resolution to amend Board Policy 4.1 to designate the third Wednesday of the month as the Regular meeting day.

RECOMMENDATION

Take action to amend Board Policy 4.1- Regular Meetings to designate the third Wednesday of the month as the regular meeting day by Resolution 2025-001.

Clint Bray
Deputy Chief

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT

RESOLUTION 2025-001

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT AMENDING POLICY 4.1 OF THE DIRECTORS POLICY MANUAL TO CHANGE THE REGULAR MEETING DAY TO THE SECOND WEDNESDAY OF EACH MONTH

WHEREAS, Policy 4.1 of the Director's Policy Manual for the District establishes the third Thursday of each month as the regular meeting day; and

WHEREAS, the Board of Directors has instructed and directed staff to switch the regular meeting day for the District from the third Thursday to the second Wednesday of each month; and

WHEREAS, in order to implement that change, Policy 4.1 of the Director's Policy Manual must be changed.

NOW, THEREFORE BE IT RESOLVED BY THE STANISLAUS CONSOLIDATED FIRE PROTECTION BOARD of DIRECTORS

1. That the regular meeting of the Board of Directors shall be held on the second Wednesday of each month at 6pm; and

2. Fire Chief or his designee is authorized and directed to amend the first sentence of Policy 4.1 of the Director's Policy Manual to reflect this change; and

3. That this resolution shall take effect immediately upon its approval and adoption.

I HEREBY CERTIFY that the foregoing Resolution was duly adopted by the District Board by the following vote:

AYES:	Directors:
NOES:	Directors:
ABSENT:	Directors:
ABSTAIN:	Directors:

Dated: February 20, 2025

_____

Greg Bernardi, Board President

ATTEST:

Amanda McCormick, Clerk of the Board

APPROVED AS TO FORM:

Frank Splendorio, District Counsel

Stanislaus Consolidated Fire Protection District
3324 Topeka Street
Riverbank, CA 95367
Phone: (209) 869-7470 · Fax: (209) 869-7475
www.scfpd.us

STAFF REPORT

TO: President and Members of the Board of Directors

FROM: Clinton Bray, Fire Chief
By: Andy Heath, Financial Consultant

SUBJECT: FY 2024-25 Mid-Year Budget / Financial Forecast Review

DATE: February 20, 2025

RECOMMENDATION:

It is recommended that the Board of Directors receive a presentation on and approve the Mid-Year Budget revisions for Fiscal Year 2024-25; and an overview of the district-wide Financial Forecast and direct staff with any further updates as necessary.

DISCUSSION:

Staff has completed a preliminary review of fiscal activity incurred over the first half of Fiscal Year 2024-25. As such, revenue and expenditures expected over the remaining half of the fiscal year have been updated based on activity-to-date and preliminary final results from the fiscal year ending June 30, 2024.

Staff has also completed a comprehensive update of the district-wide Financial Forecast, incorporating key changes since the Board last received the forecast during adoption of the budget for FY 2024-25. These changes will be discussed in the memorandum and during a presentation to the Board on this item.

An overview of the FY 2023-24 preliminary actual fiscal activity and the updated Mid-Year 2024-25 estimated fiscal activity is noted in the Budget Overview below:

BUDGET OVERVIEW

ACCOUNT DESCRIPTION				
Budget Overview				
Sub-Acct	**Summary**	**FY 2023-24 Preliminary Results**	**FY 2024-25 Final Budget**	**FY 2024-25 Mid-Year Budget**
	Projected Recurring Revenues	**$ 15,415,750.00**	**$ 14,766,576.00**	**$ 15,718,613.00**
	Operational Expenditures			
5000	Salaries and Benefits	$ 10,435,665.00	$ 11,485,217.00	$ 11,436,702.00
6000	Services & Supplies	$ 2,552,791.00	$ 2,467,663.00	$ 2,704,628.00
	Total Operational Expenditures	**$ 12,988,456.00**	**$ 13,952,880.00**	**$ 14,141,330.00**
	Subtotal	**$ 2,427,294.00**	**$ 813,696.00**	**$ 1,577,283.00**
	Capital Budget (Restricted/Reserve funded)			
7040	Capital/Facility Improvement Projects	$ 243,730.00	$ 335,059.00	$ 335,059.00
7800	Capital Equipment	$ 174,328.00	$ 175,242.00	$ 175,242.00
	Total Capital	**$ 418,058.00**	**$ 510,301.00**	**$ 510,301.00**
8100	**To or (From) Unallocated Reserve Funds**	**$ 2,009,236.00**	**$ 303,395.00**	**$ 1,066,982.00**
	Total Expenditures	$ 13,406,514.00	$ 14,463,181.00	$ 14,651,631.00

As noted in the Budget Overview table above, the District ended Fiscal Year 2023-24 with a surplus of just under $2.0 million. Although the surplus is made up of many revenue- and expenditure-related components, it can be primarily attributed to the ongoing receipt of Proposition 172 funds shared between the County of Stanislaus and the District in the amount of $823,321; the receipt of $246,841 in SAFER Grant revenue to offset costs incurred for six full-time firefighters; interest earnings totaling $182,679; and the receipt of $279,086 in development-related (restricted) revenues related to ongoing growth within District boundaries.

The $2.0 million surplus generated from last fiscal year results in the District having approximately $9.36 million in General Fund reserves as of June 30, 2024. Of this amount, $1,415,916 is specifically reserved for much-needed apparatus replacement and deferred maintenance once approved by the Board of Directors. These capital funds are reserved when they are not spent during a given fiscal year (in FY 2023-24, $492,244 of unspent capital funding originally appropriated during the fiscal year was added to the capital reserve). Reserve levels as of June 30, 2024 and estimated for the balance of the current fiscal year are noted below:

ACTUAL / BUDGETED RESERVES				
		FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
	Beginning Fund Balance	$ 7,636,900.00	$ 9,357,514.00	$ 9,580,909.00
	Net Surplus (Deficit)	$ 2,009,236.00	$ 303,395.00	$ 1,066,982.00
	Reduction for Current Year Dvlpmt Fees	$ (288,622.00)	$ (80,000.00)	$ (130,000.00)
	Reduction for Capital Set-Aside	$ -	$ -	$ -
	Ending Fund Balance	$ 9,357,514.00	$ 9,580,909.00	$ 10,517,891.00

MID-YEAR BUDGET / ESTIMATES

As noted in the Budget Overview table, it is anticipated that the District will receive $15,718,613 in revenue and incur $14,651,631 in expenditures; and realize a surplus of $1,066,982 as updated for Fiscal Year 2024-25. These amounts compare to the originally budgeted amounts as follows:

Comparison of current Budget-to-Actual performance:

	Revenues	Expenditures
FY 2024-25 Adopted Budget	$ 14,766,576	$ 14,463,181
Estimated Amounts @ 06/30/25	$ 15,718,613	$ 14,651,631
Recommended Adjustment	$ 952,037	$ 188,450

As indicated above, it is anticipated that the District will need to adjust originally budgeted revenues upward by $952,037 and expenditures upward by $188,450.

In summary, the proposed net increase of $952,037 in revenues is comprised of the following:

Revenue Type	Amount	Reason / Rationale
Interest Earnings	$25,000	- Increase in interest earnings due to continued higher rates in the general market and larger cash balances in district accounts
Strike Team Personnel	$119,886	- Actual collections of Strike Team personnel / administrative / apparatus reimbursements based on District participation statewide
Plan Reviews / Services	$10,000	- Increase in Plan Review and Services Fees based on higher-than-anticipated collections to date
Admin / CEQA / Impact Fees	$50,000	- Increase in restricted revenues for Administrative / CEQA / Impact fee programs based on significant increase in development district-wide

Revenues, cont.

Revenue Type	Amount	Reason / Rationale
Secured Property Taxes	$125,000	- Increase in Secured Property Taxes based on updated Secured Roll growth provided by Stanislaus County (7.0%+)
Unsecured Property Taxes	$4,151	- Increase in Unsecured Property Taxes based on higher-than-anticipated collections to date
Special Assessments	$607,000	- Increase in Special Assessments based on one-time collection of multiple years of back taxes related to Army Ammo
County of Stanislaus RDA Pass-Throughs	$11,000	- Increase in RDA Pass-Throughs based on prior year collections

The proposed increase to expenditures of $188,450 is comprised of the following:

Expenditure Type	Amount	Reason / Rationale
5010 – Salaries & Wages	($11,283)	- Anticipated decrease to Salaries & Wages due to vacant positions and ultimate filling of positions – some salary savings incurred to date
5017 – Leave Time Buyback	$3,274	- Increase in Leave Time Buyback due to updating of anticipated costs expected by year-end
5018 – Uniform Allowance	$793	- Increase in Uniform Allowance costs due to updating of anticipated costs expected by year-end
5019 – Payroll Tax Expense	$4,657	- Increase in Payroll Taxes due to higher levels of overtime
5021 - Overtime	$134,835	- Increase in overtime due to actual expenditures incurred to date / participation in Strike Teams
5038 – CalPERS UAAL	($9,854)	- Decrease in CalPERS UAAL costs related to discount for paying annual UAAL cost in July
5031 – Retirement Expense	($134,391)	- Decrease in anticipated retirement costs due mix of employees participating in PEPRA vs. Classic programs and actuals-to-date
5041 – Medical Insurance	$4,254	- Increase in anticipated medical insurance costs due to higher annual costs
5048 – Central Valley Retiree Trust	$4,200	- Increase in Central Valley Retiree Trust costs related to anticipated costs expected by year-end
5050 – Retiree Group Medical Insurance	($45,000)	- Reduction in Retiree Group Medical Insurance based on payments made to date
6061 – Fiduciary / Liability Insurance	$28,465	- Increase in Fiduciary / Liability Insurance based on increase in costs for FY 2024-25
6081 – Vehicle Maintenance & Repairs	$50,000	- Increase in Vehicle Maintenance & Repairs due to age of fleet and expected maintenance costs
6088 – Water Rescue Equipment Replacement / Repairs & Mtc.	($25,500)	- Decrease in Water Rescue Equipment Replacement – not expected to undertake in current year
6102 – Paramedic Program	$150,000	- Increase in Paramedic Program related to receipt of Assistance to Firefighters Grant (already built into budget) for FY 2024-25

Expenditures, cont.

Expenditure Type	Amount	Reason / Rationale
6125 – Travel & Lodging	$5,000	- Increase in Travel & Lodging costs related to anticipated attendance at conference during fiscal year
6143 - Legal	($15,000)	- Decrease in anticipated Legal costs related to costs incurred to date
6149 – Medical Exams	$40,000	- Increase in Medical Exams costs related to costs incurred to date and staff turnover
6149-7 – SR 911 Dispatch Costs	$4,000	- Increase in SR 911 Dispatch Costs based on updated expected costs for FY 2024-25

Staff recommends that the Board consider the recommended changes to the FY 2024-25 noted above.

DISTRICT-WIDE FINANCIAL FORECAST UDPATE

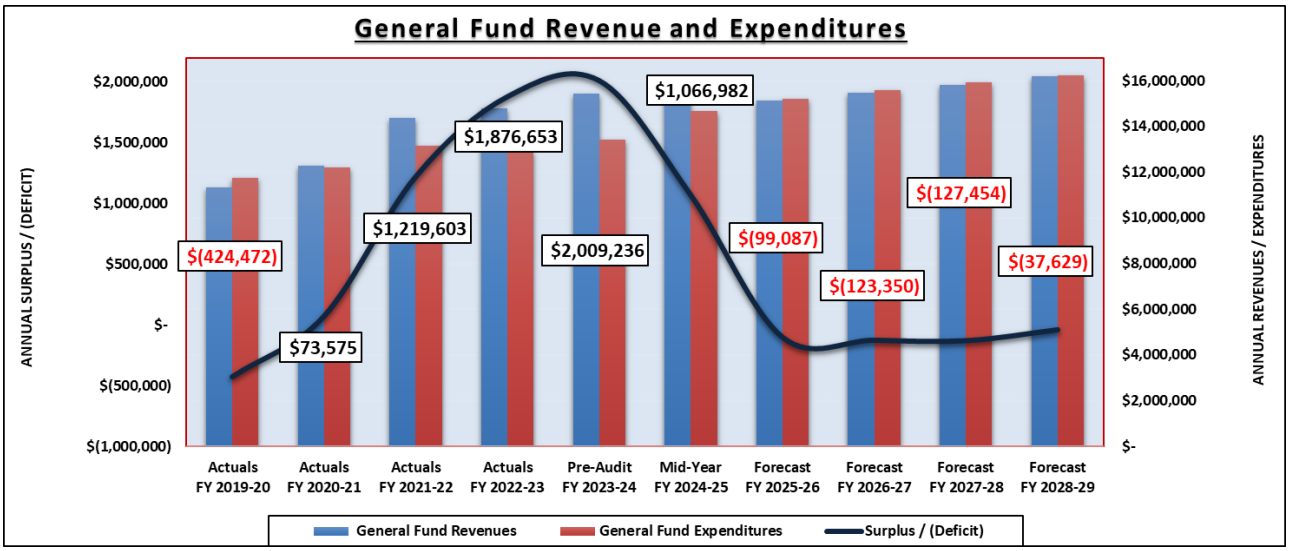
As has been discussed during prior year budget and budget update presentations, staff has updated the district-wide Financial Forecast. The forecast is developed and updated to create a forward-looking, conservative baseline budgetary outlook for the District's budget and related fund balance under a given set of revenue and expenditure growth assumptions. The forecast is built as a long-term "base-case" model which only focuses on ongoing revenues and expenditures (strips out one-time fiscal activity long-term).

The recommended updates to the FY 2024-25 budget are noted above and future (FY 2025-26 and beyond) anticipated amounts are updated in the forecast and include the following:

Additionally, the following key assumptions are built into the longer-term forecast (future years):

- Moderate revenue growth (Property Tax – 2.0%; Assessment – 3.0% for all future years)
- Negotiated salary increases built in for FY 2025-26; none thereafter
- Forecast includes 1% across-the-board labor inflator to account for step increases for each year in forecast
- Annual increases to CPI-based cost drivers (General / Fuel / Utilities / Legal / Insurance / Contracts) range from 1.5% - 2.0%
- Health costs increase by 2% for all years in forecast
- CalPERS costs built in consistent with August 2024 Actuarial Reports – CalPERS UAL expected to continue increasing in future years (all increases built into forecast)
- Ongoing capital funding of $206,169 built in for each year beginning in FY 2025-26 (debt service already set up for new Fire Truck; and $1,415,916 available in unspent prior-year funding; and $206,169 budgeted in FY 2024-25)
- All authorized / funded positions assumed filled – no vacant positions for every year in forecast

Given the assumptions and attributes built into the long-term forecast as noted above, the District can expect recently realized and expected surpluses to wane. The updated forecast is noted below:



Although very slight deficits are currently projected for all future years in the forecast, there are key elements to the forecast that could significantly impact future budgets, particularly salary increases to be negotiated and CalPERS Unfunded Liability costs; along with revenue increases which have recently been higher-than-anticipated given continued development growth within the District's boundaries. As noted in prior Board Meetings, it will be prudent to continue to update the forecast as frequently as possible to assure the Board understands the most up-to-date fiscal framework under a given set of assumptions.

This forecast will be further discussed at the Board Meeting on February 20, 2025.

RECOMMENDATION:

Staff recommends the Board of Directors approve the attached FY 2024-25 Mid-Year Budget Review and revisions.

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

FUND:
FUNCTION: Budget Overview

ACCOUNT DESCRIPTION

Budget Overview

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
	Projected Recurring Revenues	**$ 15,415,750.00**	**$ 14,766,576.00**	**$ 15,718,613.00**
	Operational Expenditures			
5000	Salaries and Benefits	$ 10,435,665.00	$ 11,485,217.00	$ 11,436,702.00
6000	Services & Supplies	$ 2,552,791.00	$ 2,467,663.00	$ 2,704,628.00
	Total Operational Expenditures	**$ 12,988,456.00**	**$ 13,952,880.00**	**$ 14,141,330.00**
	Subtotal	**$ 2,427,294.00**	**$ 813,696.00**	**$ 1,577,283.00**
	Capital Budget (Restricted/Reserve funded)			
7040	Capital/Facility Improvement Projects	$ 243,730.00	$ 335,059.00	$ 335,059.00
7800	Capital Equipment	$ 174,328.00	$ 175,242.00	$ 175,242.00
	Total Capital	**$ 418,058.00**	**$ 510,301.00**	**$ 510,301.00**
8100	**To or (From) Unallocated Reserve Funds**	**$ 2,009,236.00**	**$ 303,395.00**	**$ 1,066,982.00**
	Total Expenditures	$ 13,406,514.00	$ 14,463,181.00	$ 14,651,631.00

ACTUAL / BUDGETED RESERVES

		FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
	Beginning Fund Balance	**$ 7,636,900.00**	**$ 9,357,514.00**	**$ 9,580,909.00**
	Net Surplus (Deficit)	**$ 2,009,236.00**	**$ 303,395.00**	**$ 1,066,982.00**
	Reduction for Current Year Dvlpmt Fees	**$ (288,622.00)**	**$ (80,000.00)**	**$ (130,000.00)**
	Reduction for Capital Set-Aside	**$ -**	**$ -**	**$ -**
	Ending Fund Balance	**$ 9,357,514.00**	**$ 9,580,909.00**	**$ 10,517,891.00**

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT:
FUND:
FUNCTION: Summary of Revenue Projections

ACCOUNT DESCRIPTION

Revenue Projections From All Sources

(Annual Recurring and Special Revenue)

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
	Recurring Revenue	$ 15,415,750.00	$ 14,766,576.00	$ 15,718,613.00
TOTAL		$ 15,415,750.00	$ 14,766,576.00	$ 15,718,613.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT:
FUND:
FUNCTION: Summary of Major Budget Division Expenditures

ACCOUNT DESCRIPTION

Major Budget Division Expenditures And Capital Equipment

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
5000	Salaries & Benefits	$ 10,435,665.00	$ 11,485,217.00	$ 11,436,702.00
6000	Services & Supplies	$ 2,552,791.00	$ 2,467,663.00	$ 2,704,628.00
7000	Capital Facilities	$ 243,730.00	$ 335,059.00	$ 335,059.00
7800	Capital Equipment	$ 174,328.00	$ 175,242.00	$ 175,242.00
TOTAL		$ 13,406,514.00	$ 14,463,181.00	$ 14,651,631.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT:
FUND: 5000 Salaries & Benefits
FUNCTION: Summary of Salaries & Benefits

ACCOUNT DESCRIPTION

Summary of Salaries, Overtime, Retirement, Health Insurance and Workers' Compensation Insurance

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
5010	Salaries & Wages	$ 5,499,343.00	$ 6,030,213.00	$ 6,027,654.00
5020	Overtime	$ 1,506,244.00	$ 1,400,000.00	$ 1,534,835.00
5030	Retirement Expense	$ 1,731,114.00	$ 2,140,400.00	$ 1,996,155.00
5040	Employee Group Health Insurance	$ 908,818.00	$ 1,056,845.00	$ 1,065,299.00
5050	Retiree Group Health Insurance	$ 137,180.00	$ 135,000.00	$ 90,000.00
5060	Workers' Compensation Insurance	$ 652,966.00	$ 722,759.00	$ 722,759.00
TOTAL		$ 10,435,665.00	$ 11,485,217.00	$ 11,436,702.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT:
FUND: 6000 Services & Supplies
FUNCTION: Summary of Services & Supplies

ACCOUNT DESCRIPTION

Summary of Services & Supplies

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6020	Clothing & Personal Protective Clothing	$ 126,824.00	$ 122,680.00	$ 122,680.00
6050	Household Expense	$ 31,091.00	$ 32,000.00	$ 32,000.00
6060	Insurance	$ 70,256.00	$ 72,000.00	$ 100,465.00
6080	Maintenance - Equipment	$ 475,953.00	$ 470,000.00	$ 494,500.00
6090	Maintenance - Building & Improvements	$ 63,210.00	$ 60,000.00	$ 60,000.00
6100	Medical Supplies	$ 325,662.00	$ 150,647.00	$ 300,647.00
6110	Memberships	$ 11,697.00	$ 12,500.00	$ 12,500.00
6120	Travel and Other Services & Supplies	$ 20,303.00	$ 17,500.00	$ 22,500.00
6130	Office Expense	$ 15,350.00	$ 15,400.00	$ 15,400.00
6140	Professional & Specialized Services	$ 912,062.00	$ 976,986.00	$ 1,005,986.00
6150	Publications & Legal Notices	$ 1,863.00	$ 2,100.00	$ 2,100.00
6160	Rents & Leases - Equipment	$ 28,716.00	$ 35,650.00	$ 35,650.00
6190	Training Public Education and Prevention	$ 68,298.00	$ 92,550.00	$ 92,550.00
6200	Transportation (Fuel and Oil)	$ 143,492.00	$ 140,000.00	$ 140,000.00
6210	Utilities	$ 171,930.00	$ 180,100.00	$ 180,100.00
6310	Special Assessment Costs and Reimbursements	$ 86,084.00	$ 87,550.00	$ 87,550.00
TOTAL		$ 2,552,791.00	$ 2,467,663.00	$ 2,704,628.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT:
FUND: 7000 Capital Expenditures
FUNCTION: Summary of Capital Expenditures

ACCOUNT DESCRIPTION

Summary of Capital Expenditures

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
7040	Capital Improvement Projects	$ 243,730.00	$ 335,059.00	$ 335,059.00
7800	Capital Equipment	$ 174,328.00	$ 175,242.00	$ 175,242.00
TOTAL		$ 418,058.00	$ 510,301.00	$ 510,301.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT:
FUND:
FUNCTION: Total Estimated Revenue

ACCOUNT DESCRIPTION

Revenue Projections From All Sources
(Annual Recurring and Special Revenue)

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
	AFG Grants	$ 330,487.00	$ 200,000.00	$ 200,000.00
	Development Fees - Restricted funds	$ 9,536.00	$ 30,000.00	$ 30,000.00
	Interest County and WestAmerica	$ 182,679.00	$ 125,000.00	$ 150,000.00
	Donations	$ 100.00	$ -	$ -
	Miscellaneous / Work Comp Reimbursements	$ 67,550.00	$ 50,000.00	$ 50,000.00
	Miscellaneous Grants	$ 65,213.00		
	Strike Team Personnel	$ 108,491.00	$ -	$ 119,886.00
	Strike Team Vehicle	$ -	$ -	$ -
	Fire Investigator Reimbursement	$ 190,701.00	$ 190,000.00	$ 190,000.00
	Fire Recovery Auto	$ 26,403.00	$ 30,000.00	$ 30,000.00
	AMR	$ 49,682.00	$ 40,000.00	$ 40,000.00
	Plan Reviews / Services	$ 48,714.00	$ 35,000.00	$ 45,000.00
	Cell Tower CCTM1 LLC	$ 17,295.00	$ 16,500.00	$ 16,500.00
	First Responder Services	$ -	$ 20,000.00	$ 20,000.00
	Prevention Revenue	$ 137,309.00	$ 125,000.00	$ 125,000.00
	Admin Fees CEQA/Impact (Restricted)	$ 279,086.00	$ 50,000.00	$ 100,000.00
	Other Revenue	$ 57,055.00	$ -	$ -
	FHA in Lieu Tax Apportionment	$ 1,100.00	$ 1,100.00	$ 1,100.00
	Other Taxes - RPTTF Residuals / Other	$ 339,214.00	$ 300,000.00	$ 300,000.00
	Property Tax - Prior Unsecured	$ 5,873.00	$ 4,000.00	$ 4,000.00
	Property Tax - Unitary	$ 62,248.00	$ 62,000.00	$ 62,000.00
	Property Taxes - Secured	$ 3,355,935.00	$ 3,475,000.00	$ 3,600,000.00
	Property Tax - Current unsecured	$ 176,155.00	$ 175,000.00	$ 179,151.00
	Special Assessments	$ 8,510,082.00	$ 8,676,096.00	$ 9,283,096.00
	Special Assessments PY	$ -	$ 25,000.00	$ 25,000.00
	State Homeowners' property tax relief	$ 26,395.00	$ 26,350.00	$ 26,350.00
	Supplemental Property Tax	$ 106,965.00	$ 40,000.00	$ 40,000.00
	Co of Stanislaus RDA pass through	$ 191,320.00	$ 179,000.00	$ 190,000.00
	CARES Act Funding - Stanislaus County	$ -	$ -	$ -
	Proposition 172 Funding - County	$ 823,321.00	$ 891,530.00	$ 891,530.00
	ARPA Funding	$ -	$ -	$ -
	SAFER Grant - FEMA	$ 246,841.00	$ -	$ -
	VFA Grant / Public Benefit Grant	-	-	-
TOTAL		$ 15,415,750.00	$ 14,766,576.00	$15,718,613.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT:
FUND:
FUNCTION:

ACCOUNT DESCRIPTION

GRANTS (Specific Grant expenditures not incorporated into other expenditures)

	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
TOTAL		$ -	$ -	$ -

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 5010
FUND: 5000 Salaries & Benefits
FUNCTION: Salaries & Wages

ACCOUNT DESCRIPTION

FUND SALARIES AND WAGES FOR ALL DISTRICT PERSONNEL, INCLUDING SPECIAL PAY az Mat, Swiftwater, Bilingual), EDUCATION (For Having A Degree), MEDICAL WAIVER (Cash Instead Of Health Insurance), EVERBRIDGE (Hiplink), FLSA (Fair Labor Standards Act-56 Hour Employee), UNIFORM, PAYROLL TAX.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
5010	Salaries & Wages Deputy Chief (1) Battalion Chiefs (4) Captains (15) Captains - Relief (3) Captain Training Officer (1) Engineers (15) Firefighters (15) Fire SAFER Positions (in numbers above) Fire Inspector (1) Part Time Fire Inspector - Full Time Admin. Assistant II / III (3)	$ 4,667,188.00	$ 5,078,061.00	$ 5,066,778.00
5010	Labor Placeholder	$ -	$ -	$ -
5011	Haz Mat Pay	$ 2,482.00	$ 2,000.00	$ 2,000.00
5011-1	Swiftwater	$ 22,073.00	$ 21,500.00	$ 21,500.00
5011-2	Bilingual	$ 1,093.00	$ 900.00	$ 900.00
5011-3	Education Incentive	$ 99,160.00	$ 95,956.00	$ 95,956.00
5012	Employee Medical Waiver	$ 228,096.00	$ 268,848.00	$ 268,848.00
5015	Everbridge (formally Hiplink)	$ 672.00	$ 1,250.00	$ 1,250.00
5016	FLSA	$ 112,925.00	$ 124,876.00	$ 124,876.00
5017	Leave Time Buy-Back	$ 192,131.00	$ 274,368.00	$ 277,642.00
5018	Uniform Allowance	$ 56,842.00	$ 56,256.00	$ 57,049.00
5019	Payroll Tax Expense	$ 116,681.00	$ 106,198.00	$ 110,855.00
TOTAL		$ 5,499,343.00	$ 6,030,213.00	$ 6,027,654.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 5020
FUND: 5000 Salaries & Benefits
FUNCTION: Overtime

ACCOUNT DESCRIPTION

(OT Coverage For Bereavement, Holiday, Incident, Sick, Training,

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
5021	Overtime	$ 1,506,244.00	$ 1,400,000.00	$ 1,534,835.00
TOTAL		$ 1,506,244.00	$ 1,400,000.00	$ 1,534,835.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 5030
FUND: 5000 Salaries & Benefits
FUNCTION: Retirement

ACCOUNT DESCRIPTION

TO FUND RETIREMENT EXPENSE FOR DISTRICT PERSONNEL. (Ongoing
CalPERS Retirement, Pension Obligation Bond, CalPERS UAL)

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
5031	Retirement Expense	$ 897,052.00	$ 1,001,974.00	$ 867,583.00
5033	Administrative Fee for Bond	$ 2,000.00	$ 1,250.00	$ 1,250.00
5036	CalPERS Pension Bond Debt Service - Principal	$ 530,000.00	$ 535,000.00	$ 535,000.00
5037	CalPERS Pension Bond Debt Service - Interest	$ 300,662.00	$ 296,276.00	$ 296,276.00
5038	CalPERS UAL - Annual Amortization Payment	$ -	$ 304,500.00	$ 294,646.00
5039	GASB 68 reporting requirement	$ 1,400.00	$ 1,400.00	$ 1,400.00
TOTAL		$ 1,731,114.00	$ 2,140,400.00	$ 1,996,155.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 5040
FUND: 5000 Salaries & Benefits
FUNCTION: Employee Group Insurance

ACCOUNT DESCRIPTION

TO FUND MEDICAL, VISION, DENTAL, LIFE, LTD AND WORKPLACE WELLNESS GROUP INSURANCE.
(The District Provides To Each Employee And Their Dependependents By MOU).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
5041	Medical Insurance	$ 733,969.00	$ 825,545.00	$ 829,799.00
5042	Vision Insurance	$ 12,029.00	$ 12,000.00	$ 12,000.00
5043	Dental Insurance	$ 71,344.00	$ 73,000.00	$ 73,000.00
5044	Life Insurance/AD&D	$ 13,182.00	$ 12,100.00	$ 12,100.00
5045	Long Term Disability/Employee Assist. Program	$ 16,094.00	$ 14,000.00	$ 14,000.00
5048	Central Valley Retiree Medical Trust	$ 62,200.00	$ 120,200.00	$ 124,400.00
TOTAL		$ 908,818.00	$ 1,056,845.00	$ 1,065,299.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 5050
FUND: 5000 Salaries & Benefits
FUNCTION: Retiree Group Insurance

ACCOUNT DESCRIPTION

TO FUND MEDICAL, DENTAL AND VISION INSURANCE PROVIDED TO RETIREES OUT OF THEIR SICK LEAVE BALANCES UPON RETIREMENT.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
5050	Retiree Group Medical Insurance	$ 137,180.00	$ 135,000.00	$ 90,000.00
TOTAL		$ 137,180.00	$ 135,000.00	$ 90,000.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 5060
FUND: 5000 Salaries & Benefits
FUNCTION: Workers' Compensation Insurance

ACCOUNT DESCRIPTION

FUND THE DISTRICT'S REQUIREMENTS OF STATE MANDATED WORKERS COMPENSATION INSURANCE.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
5061	Workers Compensation Insurance	$ 652,966.00	$ 722,759.00	$ 722,759.00
TOTAL		$ 652,966.00	$ 722,759.00	$ 722,759.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6020
FUND: 6000 Services & Supplies
FUNCTION: Clothing & Personal

ACCOUNT DESCRIPTION

PROVIDE REPLACEMENT, CLEANING, ALTERATIONS AND REPAIRS TO STRUCTURAL AND WILDLAND PROTECTIVE CLOTHING FOR EMPLOYEES AND INTERNS. ALSO PROVIDES REPLACEMENT OF UNIFORMS DAMAGED WHILE PERSONNEL ARE PERFORMING THEIR DUTIES.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6021	Badges & Emblems	$ -	$ 1,000.00	$ 1,000.00
6022	Safety Clothing Career Personnel	$ 117,850.00	$ 121,180.00	$ 121,180.00
6023	Replacement Clothing	$ 2,185.00	$ 500.00	$ 500.00
6024	Intern Safety Clothing	$ 6,789.00	$ -	$ -
	TOTAL	$ 126,824.00	$ 122,680.00	$ 122,680.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6050
FUND: 6000 Services & Supplies
FUNCTION: Household Expense

ACCOUNT DESCRIPTION

PROVIDE HOUSEHOLD ITEMS (Durable goods like plates, silverware, paper towel holder, hooks, screws, poster frame, door handle, drill bits, round shovel, broom, paint, garage door opener, air hose, battery charger, bedding), STATION SUPPLIES (Non-durable goods like cleaner, polish, shop towels, soap, oil, antifreeze, wash and wax, diesel exhaust fluid, roundup), STATION DELIVERED WATER, OXYGEN TANKS, FURNISHINGS (Refrigerators, recliners, dishwashers, garbage disposals).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6050	Household Expense	$ 8,166.00	$ 6,500.00	$ 6,500.00
6051	Station Supplies	$ 16,452.00	$ 18,000.00	$ 18,000.00
6052	Delivered Bottled Water	$ 4,521.00	$ 3,700.00	$ 3,700.00
6053	Oxygen Service	$ 195.00	$ 1,000.00	$ 1,000.00
6054	Furnishings & Supplies	$ 1,757.00	$ 2,800.00	$ 2,800.00
TOTAL		$ 31,091.00	$ 32,000.00	$ 32,000.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6060
FUND: 6000 Services & Supplies
FUNCTION: Insurance

ACCOUNT DESCRIPTION

PROVIDES FIDUCIARY LIABILITY INSURANCE FOR THE DISTRICT (This includes all property, equipment, buildings, vehicles and management liability).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6061	Fiduciary/Liability Insurance	$ 70,256.00	$ 72,000.00	$ 100,465.00
TOTAL		$ 70,256.00	$ 72,000.00	$ 100,465.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6080
FUND: 6000 Services & Supplies
FUNCTION: Equipment Purchase, Maintenance and Repair

ACCOUNT DESCRIPTION

PROVIDE VEHICLE MAINTENANCE AND REPAIR (Scheduled maintenance & repair for all District vehicles), RADIO (purchase repair of hand held radios), SMALL ENGINE (Purchase & repair of chainsaws, pumps and fans), HANDLIGHT (Purchase flashlights and batteries), SCBA (purchase of cylinders, compressors and flow tests), ROPE RESCUE (Purchase rope and connectors), WATER RESCUE (Purchase & repair Life jackets, boat, Evac systems), CONFINED SPACE (Purchase rescue kit, personal protective equipment, confined space camera, sensors and monitors), HOSE (Purchase fire hose and connectors), FIREFIGHTING EQUIPMENT (Purchase & repair of equipment used while fighting fires, axes, fire blankets, fuel bottles, backpacks, etc.), NON-FIREFIGHTING EQUIPMENT (Purchase & repair of all other equipment, lawn mower, blower, hand tools, bungee cord) CLASS A FOAM (Fire extinguisher recharge).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6081	Vehicle Maintenance & Repairs	$ 299,654.00	$ 245,000.00	$ 295,000.00
6082	Radio Maintenance & Repairs	$ 2,057.00	$ 18,000.00	$ 18,000.00
6083	Small Engine (Chainsaws, pumps, fans)	$ -	$ 5,130.00	$ 5,130.00
6084	Hand light RM & R	$ -	$ 1,500.00	$ 1,500.00
6086	SCBA Equipment RM & R	$ 16,654.00	$ 17,650.00	$ 17,650.00
6087	Rope Rescue Equipment RM & R	$ 1,824.00	$ 8,000.00	$ 8,000.00
6088	Water Rescue Equipment RM & R	$ 98.00	$ 45,500.00	$ 20,000.00
6089	Confined Space-Equipment RM & R	$ -	$ 1,000.00	$ 1,000.00
6089-1	Hose Equipment RM & R	$ 80,714.00	$ 80,000.00	$ 80,000.00
6089-2	Firefighting Equipment	$ 59,269.00	$ 30,000.00	$ 30,000.00
6089-3	Non-Firefighting Equipment	$ 9,534.00	$ 10,000.00	$ 10,000.00
6089-4	Class A Foam Replacement	$ 6,149.00	$ 8,220.00	$ 8,220.00
	TOTAL	$ 475,953.00	$ 470,000.00	$ 494,500.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6090
FUND: 6000 Services & Supplies
FUNCTION: Maintenance - Buildings & Improvements

ACCOUNT DESCRIPTION

PROVIDE NON-CAPITAL MAINTENANCE REPAIR AND IMPROVEMENTS TO DISTRICT FACILITIES (heating & A/C maintenance, electrical, plumbing, paint, water filters, garage door openers, light bulbs).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6091	Maintenance - Buildings & Improvements	$ 63,210.00	$ 60,000.00	$ 60,000.00
6090-20	Administration Offices			
6090-21	Station 21			
6090-22	Station 22			
6090-23	Station 23			
6090-24	Station 24			
6090-26	Station 26			
	TOTAL	$ 63,210.00	$ 60,000.00	$ 60,000.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6100
FUND: 6000 Services & Supplies
FUNCTION: Medical Supplies

ACCOUNT DESCRIPTION

PROVIDE MEDICAL SUPPLIES (General medical supplies for all stations), PARAMEDIC PROGRAM (Medical Director, Zoll RMS, narcotics), AED (Maintenance Certification from Physio Control).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6101	Medical Supplies	$ 13,350.00	$ 15,000.00	$ 15,000.00
6102	Paramedic Program	$ 294,756.00	$ 100,000.00	$ 250,000.00
6103	AED Maintenance Certification	$ 17,556.00	$ 27,700.00	$ 27,700.00
6104	Masimo Certification	$ -	$ 4,386.00	$ 4,386.00
6105	Lucas Maintenance	$ -	$ 3,561.00	$ 3,561.00
TOTAL		$ 325,662.00	$ 150,647.00	$ 300,647.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6110
FUND: 6000 Services & Supplies
FUNCTION: Memberships

ACCOUNT DESCRIPTION

PROVIDE MANDATORY MEMBERSHIPS TO PROFESSIONAL AND TRADE ORGANIZATIONS (Active Fire/Arson Investigation, International Association of Fire Chiefs, Emergency Medical Technician, California Special Districts Association).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6111	Memberships	$ 11,697.00	$ 12,500.00	$ 12,500.00
TOTAL		$ 11,697.00	$ 12,500.00	$ 12,500.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6120
FUND: 6000 Services & Supplies
FUNCTION: Travel, and Other Services and Supplies

ACCOUNT DESCRIPTION

PROVIDE FOR INFREQUENT OR MINOR EXPENDITURES WHICH ARE NOT CLASSIFIED IN ANY OTHER ACCOUNT, FOOD (For training or on duty personnel), BOARD MEETING ALLOWANCE, EXECUTIVE DEVELOPMENT (By Battalion chief & Deputy Chief contract).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6120-1	Other Expense	$ 8,277.00	$ -	$ -
6122	Food	$ 1,458.00	$ 2,000.00	$ 2,000.00
6123	Jury & Witness Expense	$ -	$ -	$ -
6124	Cellular Service	$ 112.00	$ -	$ -
6125	Travel & Lodging	$ 4,872.00	$ 5,000.00	$ 10,000.00
6127	Board Member Meeting Allowance	$ 5,300.00	$ 8,000.00	$ 8,000.00
6128	Executive Development	$ 284.00	$ 2,500.00	$ 2,500.00
TOTAL		$ 20,303.00	$ 17,500.00	$ 22,500.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6130
FUND: 6000 Services & Supplies
FUNCTION: Office Expense

ACCOUNT DESCRIPTION

PROVIDE OFFICE-TYPE SUPPLIES, STATIONARY (Business cards, Shift Calendars), POSTAGE (Metered postage machine, other mailings), OFFICE SUPPLIES (Paper, file folders, pens, stamps, posters, storage), PRINTER SUPPLIES (Toner, ink jet cartridge), COMPUTER (Purchasing & repair of computers, computer parts, printers, and any related setup).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6131	Stationary & Business Cards	$ -	$ 1,000.00	$ 1,000.00
6132	Postage	$ 404.00	$ 1,000.00	$ 1,000.00
6133	Office Supplies	$ 4,455.00	$ 5,150.00	$ 5,150.00
6134	Printer Supplies	$ 1,684.00	$ 2,050.00	$ 2,050.00
6135	Computer Replacement	$ 8,807.00	$ 6,200.00	$ 6,200.00
TOTAL		$ 15,350.00	$ 15,400.00	$ 15,400.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6140
FUND: 6000 Services & Supplies
FUNCTION: Professional & Specialized Services

ACCOUNT DESCRIPTION

PROVIDE PROFESSIONAL SERVICES TO THE DISTRICT, AUDITING (Annual audit services), RECORD DESTRUCTION (Monthly shredding for office records), LEGAL (Attorney for the district), FIRERMS (Software annual usage), IT (Computer network support), PRE-EMPLOYMENT SCREENING (New employees background investigator), LADDER TESTING (Annual testing & repair), MEDICAL EXAMS (Annual physical), PERSONNEL RECRUITMENT (hotel, travel, other costs for recruitment), Tele Staff (Annual software usage), PAYCHEX (Annual software usage), SR911 (Dispatch services), STREAMLINE (Annual software usage).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6141	Accounting / Auditing Services/Supplemental	$ 82,206.00	$ 100,000.00	$ 100,000.00
6142	Records Destruction Service	$ 701.00	$ 1,100.00	$ 1,100.00
6143	Legal	$ 37,640.00	$ 60,000.00	$ 45,000.00
6144	Bio-Key (Sunpro FireRMS)	$ 3,331.00	$ 7,000.00	$ 7,000.00
6145	IT Services Contract	$ 78,565.00	$ 113,500.00	$ 113,500.00
6147	Pre-Employment Screening	$ 17,462.00	$ 25,000.00	$ 25,000.00
6148	Ladder Testing	$ 2,723.00	$ 4,500.00	$ 4,500.00
6149	Medical Exams	$ 45,676.00	$ 10,000.00	$ 50,000.00
6149-3	Personnel Recruitment	$ 1,227.00	$ 1,000.00	$ 1,000.00
6149-4	TeleStaff/Voxeo (Annual Contract)	$ 16,423.00	$ 12,000.00	$ 12,000.00
6149-5	Paychex (Annual Contract)	$ 17,669.00	$ 15,700.00	$ 15,700.00
6149-6	Consulting Services	$ 14,600.00	$ 19,000.00	$ 19,000.00
6149-7	SR 911 Dispatch Services	$ 187,984.00	$ 192,000.00	$ 196,000.00
6149-8	Streamline Automation	$ 9,543.00	$ 11,200.00	$ 11,200.00
6XXX	Modesto Services Contract	$ 396,312.00	$ 404,986.00	$ 404,986.00
TOTAL		$ 912,062.00	$ 976,986.00	$ 1,005,986.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6150
FUND: 6000 Services & Supplies
FUNCTION: Publications & Legal Notices

ACCOUNT DESCRIPTION

PROVIDE PROFESSIONAL PUBLICATIONS, AND LEGALLY-REQUIRED NOTICES.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6151	Prevention Publications	$ 643.00	$ 500.00	$ 500.00
6152	Publications & Legal Notices	$ 1,220.00	$ 1,600.00	$ 1,600.00
TOTAL		$ 1,863.00	$ 2,100.00	$ 2,100.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6160
FUND: 6000 Services & Supplies
FUNCTION: Equipment & Facilities

ACCOUNT DESCRIPTION

PROVIDE FOR FACILITIES & EQUIPMENT SERVICES, ALARM (Annual alarm at Administration offices), COPIER (quarterly usage) SOFTWARE (Monthly licensing), STATION 25 (Quarterly lease).

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6162	Alarm System Station HQ	$ 578.00	$ 1,500.00	$ 1,500.00
6164	Copier HQ	$ 2,476.00	$ 2,000.00	$ 2,000.00
6165	Postage Meter	$ 353.00	$ 750.00	$ 750.00
6166	Computer Software Licensing	$ 13,815.00	$ 13,000.00	$ 13,000.00
6167	Station 25 Lease (Formerly 6171)	$ 2,400.00	$ 2,400.00	$ 2,400.00
6170/80	Rents & Leases - Buildings / Small Tools	$ 9,094.00	$ 16,000.00	$ 16,000.00
TOTAL		$ 28,716.00	$ 35,650.00	$ 35,650.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6190
FUND: 6000 Services & Supplies
FUNCTION: Training Public Education and Prevention

ACCOUNT DESCRIPTION

PROVIDE TRAINING (Education, materials, equipment, supplies), SEMINARS (Firehouse world, Fred Pryor seminars), INTERN (Pay for training or special events), EXPLORER, PREVENTION (Postage to mail plans), LIFE JACKETS, FITNESS EQUIPMENT MAINTENANCE.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6191	Training Program	$ 17,309.00	$ 33,550.00	$ 33,550.00
6192	Workshops & Seminars	$ 1,000.00	$ 3,000.00	$ 3,000.00
6193	Intern Program	$ -	$ 500.00	$ 500.00
6193-1	Explorer program	$ -	$ 1,000.00	$ 1,000.00
6194	Education Reimbursement Incentive	$ 16,100.00	$ 20,000.00	$ 20,000.00
6195	Prevention Education Program	$ 3,527.00	$ 3,000.00	$ 3,000.00
6195-1	Prevention Expenses	$ 23,287.00	$ 22,500.00	$ 22,500.00
6197	Life Jacket Program	$ -	$ 500.00	$ 500.00
6198	CPR Program	$ 5,970.00	$ 5,000.00	$ 5,000.00
6199-3	Fitness Equipment Maintenance	$ 1,105.00	$ 3,500.00	$ 3,500.00
	TOTAL	$ 68,298.00	$ 92,550.00	$ 92,550.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6200
FUND: 6000 Services & Supplies
FUNCTION: Fuel and Oil

ACCOUNT DESCRIPTION

PROVIDE FOR THE COST OF FUEL AND OIL FOR ALL DISTRICT VEHICLES.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6201	Fuel & Oil	$ 143,492.00	$ 140,000.00	$ 140,000.00
TOTAL		$ 143,492.00	$ 140,000.00	$ 140,000.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6210
FUND: 6000 Services & Supplies
FUNCTION: Utilities

ACCOUNT DESCRIPTION

PROVIDE ELECTRICITY, NATURAL GAS, WATER, SEWER, GARBAGE, PEST CONTROL SERVICES, STATION COMMUNICATIONS FOR ALL DISTRICT FACILITIES.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6220	Administration Offices	$ 95,861.00	$ 100,000.00	$ 100,000.00
6221	Station 21			
6222	Station 22			
6223	Station 23			
6224	Station 24			
6226	Station 26			
6219-2	Cable Services	$ 1,048.00	$ 4,600.00	$ 4,600.00
6219-3	MDC, T-1, Cell Phones	$ 64,977.00	$ 65,000.00	$ 65,000.00
6219-4	VOIP Phones	$ -	$ -	$ -
6219-6	Wireless (internet)	$ 10,044.00	$ 10,500.00	$ 10,500.00
	TOTAL	$ 171,930.00	$ 180,100.00	$ 180,100.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 6310
FUND: 6000 Services & Supplies
FUNCTIO Special Assessment & Property Tax

ACCOUNT DESCRIPTION

PROVIDE REIMBURSEMENT TO PROPERTY OWNERS THAT HAVE BEEN OVERCHARGED THE SPECIAL ASSESSMENT RATE. TO PROVIDE FOR TAXES AND ASSESSMENTS LEVIED AGAINST THE DISTRICT, INCLUDING OUR OWN SPECIAL BENEFIT ASSESSMENT.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
6310-1	Special Assessment Reimbursement	$ -	$ 3,500.00	$ 3,500.00
6311	Property Tax Administration Charge	$ 51,056.00	$ 52,300.00	$ 52,300.00
6312	SCFPD Special Benefit Assessment	$ 4,058.00	$ 3,150.00	$ 3,150.00
6313	District Assessment - Wildan Financial	$ 14,539.00	$ 14,000.00	$ 14,000.00
6314	GIS Software/Web-site (Cal CAD)	$ 13,740.00	$ 14,600.00	$ 14,600.00
715X	Financial Service Charges / Interest Paid on LOC	$ 2,691.00	$ -	$ -
8999	Prior Period Adjustment - Clear Erroneous Transactions	$ -	$ -	$ -
	TOTAL	$ 86,084.00	$ 87,550.00	$ 87,550.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 7040-7060
FUND: 294,817
FUNCTION: Capital Improvement Projects

ACCOUNT DESCRIPTION

PROVIDE FOR DISTRICT CAPITAL EXPENDITURES.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
7049	Station 24 Replacement (Bond payments)	$ 170,060.00	$ 170,059.00	$ 170,059.00
7050	Capital Facilities Projects *	$ 73,670.00	$ 165,000.00	$ 165,000.00
	** Note - to the extent not used, will be funded into reserve for future use.*			
	TOTAL	$ 243,730.00	$ 335,059.00	$ 335,059.00

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT
Final Budget
MID-YEAR BUDGET - FISCAL YEAR 2024-25

ACCT: 7800
FUND: 7000 Capital Expenditures
FUNCTION: Equipment

ACCOUNT DESCRIPTION

PROVIDE FOR THE EXPENDITURES FOR THE ACQUISITION OF PHYSICAL PROPERTY OF A PERMANENT NATURE OTHER THAN LAND OR BUILDINGS. VALUE OF EQUIPMENT IS GREATER THAN $5,000.00.

Sub-Acct	Summary	FY 2023-24 Preliminary Results	FY 2024-25 Final Budget	FY 2024-25 Mid-Year Budget
7803	Apparatus / Vehicle Replacement - Debt Svc	$ 170,412.00	$ 41,169.00	$ 41,169.00
70XX	Fire Truck Debt Service	$ -	$ 134,073.00	$ 134,073.00
	Equipment Purchases*	$ 3,916.00	$ -	$ -
	** Note - to the extent not used, will be funded into reserve for future use.*			
TOTAL		$ 174,328.00	$ 175,242.00	$ 175,242.00

Stanislaus Consolidated Fire Protection District
3324 Topeka Street
Riverbank, CA 95367
Phone: (209) 869-7470 · Fax: (209) 869-7475
www.scfpd.us

STAFF REPORT

TO: Board of Directors, Stanislaus Consolidated Fire District

FROM: Deputy Chief Clint Bray

DATE: February 20, 2025

SUBJECT: Professional Service Agreement for Fitch & Associates – Standards of Coverage Report Proposal

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RECOMMENDATION:

Approve the professional service agreement with Fitch & Associates for the preparation of a Standards of Coverage report for the Stanislaus Consolidated Fire District (SCFD). This agreement will be run concurrently with the City of Ceres' report, resulting in an overall cost savings of $5,000 for the District.

BACKGROUND:

The Stanislaus Consolidated Fire District is committed to ensuring that fire and emergency medical services are delivered efficiently and effectively to our community. A key component in optimizing these services is understanding and assessing our current operational performance against industry standards and best practices.

To assist with this assessment, the District has been presented with a proposal from Fitch & Associates to conduct a Standards of Coverage (SOC) report. The SOC report will evaluate the District's emergency response performance, determine service gaps, and provide actionable recommendations for improvement. This type of analysis is a critical part of our continuous improvement process, and it will guide future planning, resource allocation, and response strategies.

PROJECT COLLABORATION WITH CITY OF CERES:

The City of Ceres has also identified the need for a Standards of Coverage report and has been in discussions with Fitch & Associates. After coordination between the two agencies, it was determined that both projects could be run concurrently. This collaboration will allow both the District and the City of Ceres to share resources, reducing the overall cost of the engagement and achieving a total savings of $5,000 for the District. By leveraging this joint approach, both agencies will receive the benefits of a comprehensive analysis while reducing the overall cost burden. The reports will be customized to meet the specific needs of each jurisdiction, but the data collection and analysis process will be streamlined, allowing for significant cost savings without compromising the quality of the final deliverables.

FINANCIAL IMPACT:

The total cost of the Standards of Coverage report from Fitch & Associates is $69700. However, by running the project concurrently with the City of Ceres, the District will receive a $5,000 discount, reducing the total cost to $64700 for the SCFPD. The cost for this professional service will be allocated from the current budget under the Professional Services category.

CONCLUSION:

Approval of the professional service agreement with Fitch & Associates for the Standards of Coverage report will provide valuable insights into the District's current operations and response capabilities. The collaboration with the City of Ceres will result in cost savings and enhanced efficiency for both agencies, allowing us to maintain a high level of service while making prudent financial decisions.
I recommend that the Board approve the proposed agreement with Fitch & Associates for this important project.

ATTACHMENTS:

1. Proposed Professional Service Agreement with Fitch & Associates
2. Fitch & Associates' Scope of Work and Project Timeline

Respectfully submitted,
Deputy Chief Clint Bray
Stanislaus Consolidated Fire District

23 January 2025

Response to Request for Proposal:

COMMUNITY RISK ASSESSMENT & STANDARDS OF COVER

CERES FIRE DEPARTMENT
CITY OF CERES, CA

Prepared by:

2901 Williamsburg Terrace #G ▪ Platte City ▪ Missouri ▪ 64079
P: 816.431.2600 ▪ F: 816.431.2653
www.fitchassoc.com

CONSULTANT PROPOSAL

23 January 2025

Doug Dunford
City Manager
2220 Magnolia Street
Ceres, CA 95307

Dear Mr. Dunford:

Fitch & Associates (*FITCH*) is pleased to respond to your Request for Proposal for a *Community Risk Assessment and Standards of Cover* for the City of Ceres Fire Department, CA.

We have incorporated your specific needs into this submission and have organized the information requested for clarity. The *FITCH* team recognizes the importance of this project to the City and Department and will objectively assist the Department in the development of a standards of response coverage and community risk assessment. Fitch & Associates will partner with the leadership of the agency, steering committee or project team, and the city administration to ensure highly transparent, realistic, and implementable solutions within the unique local environment.

Fitch & Associates is a thought leader in the public safety industry and routinely author's articles, research, industry surveys, and white papers. In addition, the firm's members regularly are requested to present at international and national conferences. Therefore, the firm seeks out opportunities to partner with agencies that are willing to ask the tough questions, seek transparency, public input, and are interested in planning for the future in a sustainable manner that is aligned with community expectations and unique community risks.

Fitch & Associates is uniquely qualified to assist the department on this journey. All of the consultants proposed for this project have either spent their careers in, or are still employed, as fire service leaders with a long history of performance management, organizational optimization, and risk-based deployment strategies. Finally, the proposed consultants have over two decades of experience with the Center for Public Safety Excellence and the Commission on Fire Accreditation International (CPSE/CFAI).

Our firm is uniquely qualified to submit this response and perform the work required. Fitch & Associates has provided similar planning and analysis services for over 1,000 clients represented in every continent except Antarctica and in all 50 U.S. States throughout its 35-year history. Our team has wide ranging technical expertise and California specific experience. Chief Eric Nickel (City of Palo Alto and Santa Barbara) has extensive experience in California. Chief Nickel has served as board member with the League of California Cities.

Additionally, our team has technical and specific experience with the Commission on Fire Accreditation International's (CFAI) model and within California. Our team members have served as peer assessors, team leaders, accreditation managers, and co-authored the new 6th Edition of the Standards of Cover Manual.

As proposed, Dr. Steven Knight, EFO will serve as the project manager for this project. Chief Knight retired from St. Petersburg Fire & Rescue, FL as the Assistant Chief and also served as the department's accreditation manager for two successful rounds of reaccreditation. Please feel free to contact me directly if you have any follow up correspondence during the selection process.

We appreciate the opportunity to submit this response and look forward to talking with you more about how we can provide you superior services and value.

Warm regards,

Steven Knight, PhD
Partner
816-500-7481
sknight@fitchassoc.com

COMMUNITY RISK ASSESSMENT AND STANDARDS OF COVER
CITY OF CERES, CA

TABLE OF CONTENTS

GENERAL DESCRIPTION OF THE FIRM

Company Profile

Fitch & Associates, LLC is a Limited Liability Company originally established as a corporation in 1984. The Firm, and our only office location, is located in Platte City, Missouri, a suburb of Kansas City. Our physical mailing address is:

Fitch & Associates, LLC
2901 Williamsburg Terrace, Suite G
PO Box 170
Platte City, Missouri 64079
Telephone: (816) 431-2600
Facsimile: (816) 431-2653

Fitch & Associates Federal Employer Identification Number (EIN) is 43-1780744.

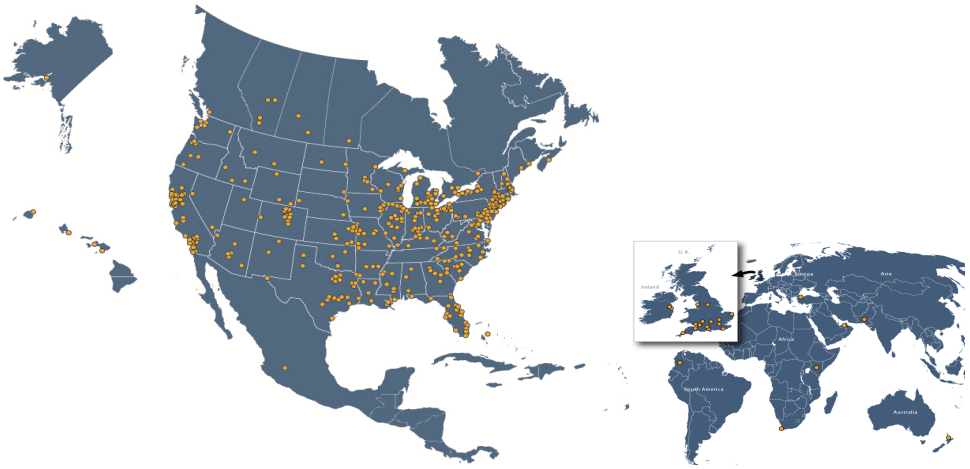
Throughout its 35-year history, *FITCH* has earned credibility by implementing innovative customized solutions in both the public safety and healthcare arenas. The Firm has consulted with nearly 1,000 communities in all 50 U.S. states and in 12 countries.

Projects have ranged from objective reviews, analysis and system design issues, communications system design, productivity, and enhancement studies to detailed operational, financial, and transition management services including standards of covers, strategic planning, and consolidation studies.

In addition to its six partners, *FITCH* has full-time Senior Associates, research, and support staff members. The firm currently employs approximately 44 personnel. However, all partners and consultants live in their locations of preference and/or employment (i.e. Fire Chief) and are not required to work at the firm's office or live in the Kansas City area.

These combined resources provide expertise on matters as diverse as organizational psychology, accounting, economics, healthcare administration, public information and education, marketing research, emergency medicine, fire service administration, law enforcement, safety management and "Just Culture" concepts.

Figure 1: Fitch Client Locations



Firm Experience with Risk-Based Standards of Coverage Studies

In addition to the intuitive strengths derived from leadership in the emergency services field and more than 35 years of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

In this section titled "References" we provide a brief description and contact information for references. In addition, the following cities and counties are current or previous clients where we completed a Community Risk Assessment and Standards of Cover (or other deployment analyses) within the last 5 years. This list is not intended to be all inclusive.

- City of Modesto, CA
- City of Manteca, CA
- Suisun City, CA
- City of Sanger, CA
- City of Roseville, CA
- City of Encinitas, CA
- City of Rocklin, CA
- City of Watsonville, CA
- City of Riverside, CA
- Tuolumne County, CA
- El Dorado County ESA JPA, CA (EMS Assessment)
- El Dorado County Fire, CA
- Prince Georges County, MD
- City of Houston, TX (EMS Assessment)
- City of Fort Worth, TX
- Oklahoma City, OK
- City of Dallas, TX
- City of Tampa, FL
- Polk County, FL
- City of Santa Fe, NM
- Kennewick, WA
- Richland, WA
- Pasco, WA
- Snohomish County Fire District #7, WA (3rd Project after Mergers)
- City of Vancouver, WA (4th project)
- Central Pierce Fire District, WA (EMS assessment)
- City of Gresham, OR
- City of Scranton, PA (EMS Feasibility Study)
- City of North Canton, OH (EMS Feasibility Study)
- City of Burleson, TX (EMS Feasibility Study)
- City of Rochester, NY (2nd Project – EMS Feasibility and Compliance Study)
- City of Orlando, FL (EMS Assessment)
- Clallam County Fire District #3, WA
- Camano Island, WA
- City of Cape Coral, FL
- Richland County, SC
- York County, SC
- Lancaster County, SC
- City of North Port, FL (2nd project)
- City of Mount Dora, FL
- Volusia County, FL (2 projects)
- City of Ft. Myers, FL
- City of Ft. Myers Beach, FL
- St. George's Fire District, LA
- Mountain View Fire District, CO
- City of Deltona, FL
- San Carlos Park Fire District, FL
- Lehigh Acres Fire District, FL
- Bonita Springs Fire District, FL (2nd project)
- Estero Fire District, FL (2nd project)

Qualifications of the *FITCH* Team

FITCH's specific strengths for this project are centered in the ability to objectively conduct research, manage multiple project priorities and blend both expert and local resources while building support for the outcome(s). Our key strengths include talented and experienced consultants who are leaders in their field, time-tested methods, quality teamwork, timeliness, and the ability to provide tangible results.

Talent – Each project is managed by a *FITCH* partner who is responsible for bringing together the specific resources necessary to meet the client's needs. Team members have been selected for their specific areas of expertise that match the requirements of this project. Team members are all subject matter experts who are leaders in their field. Some are well-known speakers providing leading edge and industry best practices presentations at fire/EMS conferences and workshops throughout the U.S. Many have articles published in fire/EMS related publications and periodicals. All are passionate about helping the client.

Time-Tested Methodologies – *FITCH's* experience and that of the individual consultants involved represents an unparalleled base for the tasks at hand. We have worked with more than 1,000 clients including local, state and federal government agencies; municipal and volunteer fire departments; ambulance services and hospitals.

Teamwork – Throughout its history, *FITCH* has stayed true to its core values by accomplishing projects using a collaborative approach. This approach offers high levels of involvement for system participants without compromising the independent or objective nature of the project.

Timeliness – *FITCH* is known for producing its work on or before the scheduled completion date and within budget. Timeliness also involves consultant access and response times. Both are as important in consulting, as they are in emergency services.

Tangibles – Tangible results in consulting mean developing solutions addressing the client's needs and providing recommendations that are implemented. *FITCH* is well known for developing innovative solutions to complex issues. Our recommendations and tangible work products have been implemented with greater frequency than those of any other national public-safety consulting firm.

Members of the *FITCH* project team are highly qualified academically with some serving as faculty members at leading educational institutions. Most importantly, *FITCH* has real-world experience managing large urban and rural services across the nation and a track record of content-specific consulting. Each of the firm's partners and the project director proposed for this project has extensive emergency services management experience. The commitment of top-level resources underscores the importance *FITCH* places on this project team.

We propose a team of experts in municipal leadership, fire protection, and emergency medical services to assess performance and explore options for your agency to operate within funding limitations while preparing for the agencies' future service delivery in an operationally effective, efficient, and sustainable manner that is aligned with the specific community risks and expectations for service.

FITCH is uniquely suited for this project. We have reviewed emergency service systems and developed staffing, deployment plans, and future oriented strategic initiatives for over 30 years. We have taught multiple approaches for fire and EMS deployment models for more than a decade as part of the Communications Center Manager's (CCM) program and the Ambulance Service Managers program (ASM) we conduct under the auspices of the International Academies of Emergency Dispatch (IAED) and the American Ambulance Association, respectively. We have served as a resource for detailed reports on emergency services and are a Strategic Partner of the International City and County Management Association (ICMA).

Best Practices Utilized by Fitch & Associates

FITCH remains on the cutting edge of best practices in the fire and emergency medical services. Our consultants are intimately involved with many state and national associations and are frequent presenters at international conferences:

- Fire Rescue International by the International Association of Fire Chiefs (IAFC)
- Firehouse World
- Excellence Conference by the Center for Public Safety Excellence and the Commission on Fire Accreditation International (CPSE/CFAI)
- Volunteer Chiefs Association (VCOS)
- Canadian EMS Chiefs Conference
- Ontario Fire Chiefs Association
- International City/County Management Association (ICMA)
- Navigator - International Academies of Emergency Dispatch (IAED)
- EMS World
- National Forum for Black Public Administrators

Additionally, your proposed team has presented at the following state associations in the last five years:

- League of California Cities
- Washington Fire Chiefs Association
- Florida Fire Chiefs Association
- California League of Cities
- Louisiana Fire Chiefs Association
- Texas Fire Chiefs Education Conference
- Illinois Fire Chiefs Association
- Nevada Fire Chiefs Association (Nevada Fire Show)

- Connecticut Fire Chiefs Association
- Georgia EMS Conference

Finally, *FITCH* hosts its own conference on Fire/EMS best practices titled Pinnacle Leadership. All of these efforts assist *FITCH* in maintaining our best practices approach to consulting and advising. For example, a proprietary process is utilized to develop a temporal and demand based geographic marginal utility model that is leading edge in designing fire and EMS systems in a manner that best articulates and describes both return on investment of resource allocation and the assumption of risk by the community.

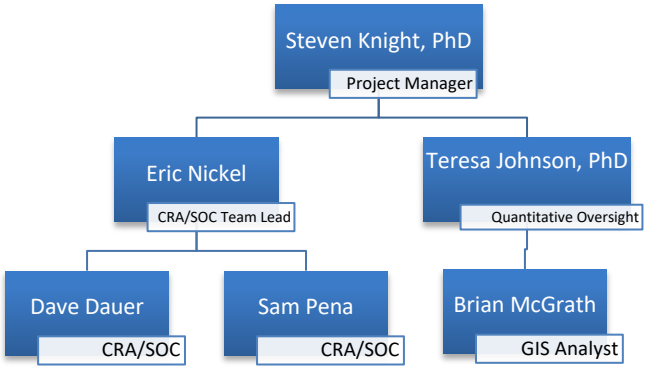
Team Personnel and Experience

FITCH'S proposed team has considerable expertise in all facets of the strategic assessment and planning process. For example, Dr. Steven Knight was the accreditation manager for the City of St. Petersburg Fire & Rescue's, FL department for two successful rounds of accreditation. While the accreditation manager, Chief Knight developed and managed the standards of coverage plan and strategic planning process. In addition, Chief Knight has served as a peer team leader and assessor for more than a dozen agencies while assisting the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI), all of whom included a detailed evaluation of the quality of the community risk assessment, standards of response coverage, and strategic planning documents.

Overall, the team brings considerable operational experience for the requested scope of work and seamlessly integrates the political acumen to work with multiple agencies and find reasonable and implementable solutions across the stakeholders.

All of *FITCH's* fire service consultants have spent a career in the field and management of fire and rescue services providing specific understanding and insight into the challenges and complexities of managing emergency services within a dynamic and changing environment.

***Figure 2: FITCH* Team Project Organizational Chart**



The following biographical profiles highlight the expert qualifications this team brings to the project.

Project Team Members

Chief Steven Knight (Ret.), PhD, Partner – Project Lead. Dr. Knight has nearly 25 years of experience and recently retired as the Assistant Fire/EMS Chief for the City of St. Petersburg, Florida. He is a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence (CPSE). He has also served as a team leader and peer assessor for the Commission on Fire Accreditation International (CFAI) and has held multiple faculty appointments in Fire Science and EMS. Dr. Knight previously served the International City and County Management Association (ICMA), as the Senior Manager for Fire and EMS.

Dr. Knight holds a PhD from the University of South Florida in curriculum and instruction and a minor in research and measurement, a master's degree in public administration from Troy University and a bachelor's in Fire & Safety Engineering from the University of Cincinnati. Chief Knight is also a graduate of and previous faculty for the Executive Fire Officer Program (EFO) through the U.S. Fire Administration, Federal Emergency Management Agency. Knight has been accredited multiple times as a Chief Fire Officer (CFO) through the Center for Professional Credentialing. Knight also served as an adjunct professor at St. Petersburg College and the State College of Florida in their Fire Science and Public Safety Administration Programs, is the former program director for Emergency Medical Services at the Manatee Technical Institute and is an affiliate faculty with the University of Central Florida's College of Medicine.

Chief Eric Nickel, CFO, CFC, EFO – Senior Consultant – Fire/EMS. Originally educated to be a banker, Eric graduated from California State University, Long Beach with a degree in Business Administration, Finance. A fateful summer fighting forest fires radically changed his career path towards public service. He has worked for fire departments in Southern and Northern California. After six successful years as the Fire Chief for the City of Palo Alto and Stanford University, he joined the City of Santa Barbara as their Fire Chief in January 2019. He recently completed a productive two-year assignment and retired after a 33-year career as a professional firefighter.

Eric currently serves as the Executive Director for the Silicon Valley Regional Interoperability Authority (SVRIA). As the Executive Director, Eric serves an 11-member Board of elected officials representing the 2 million plus citizens of the fifth largest county in California. The SVRIA provides 24/7/365 seamless emergency radio services and data transfer between the County and its 15 cities and special districts.

As a fire chief, Eric provided strategic leadership to professional firefighters, emergency medical experts, support staffs, and elected officials. He was responsible for the delivery of community risk reduction and prevention, disaster preparedness and emergency management, fire, rescue, and emergency medical services in the world-class communities of Santa Barbara, Palo Alto and Stanford University. Under his leadership, the fire departments transformed their service delivery models, renegotiated fire services contracts, implemented regional solutions, and achieved international accreditation.

He is a graduate of the National Fire Academy's Executive Fire Officer Program and is professionally credentialed as a Chief Fire Officer through the Commission on Professional Credentialing. He is one of 39 fire chiefs in California Fire Service history to be designated as a Certified Fire Chief through the State of California Board of Fire Services.

Eric served on the Board of Directors and Finance Committee for the League of California Cities and is the Past-President of the League's Fire Chiefs Department. In 2016, he served as the President of the Santa Clara County Fire Chiefs Association when Super Bowl 50 was hosted in the county.

Eric has focused his professional research on fire agency community engagement and public relations programs, using social media as a community link in disasters and creating predictive analytic technology solutions to forecast risk reduction opportunities and predict calls for service. He seeks to use innovative and data-driven solutions to make life safer and to create an all-risk emergency services department ready to meet future challenges and evolving community needs.

Dave Dauer – Senior Consultant – Fire and EMS. Dave Dauer serves as a team leader, assessor, and annual compliance reviewer for the Center for Public Safety Excellence (CPSE) and Commission and Fire Accreditation International (CFAI). In that role, he has led numerous assessments of major cities, smaller communities, and Department of Defense bases. All assessments include comprehensive standards of cover and strategic plan reviews. Also, as an annual compliance reviewer for CPSE for documents submitted by accredited agencies, he provides extensive review and advice on continuous quality improvements to 60 agencies per year.
He brings over 42 years of fire/EMS experience. He retired as the Chief Financial Officer for the Toledo Fire and Rescue Department but was immediately hired back in charge of performance management, ISO and accreditation compliance. He formed and facilitates the Michigan-Ohio-Indiana-Kentucky CPSE Consortium. The purpose of the consortium is to provide education based upon standards and best practices that is expected of a modern credible organization and expand the knowledge and skills of fire and emergency services personnel. He has instructed numerous times on risk assessments, standards of cover, strategic planning process, and leadership & development.

Samuel Peña – Senior Consultant – Fire and EMS. Samuel Peña has a diverse Public Safety background spanning over 28 years, recently retiring as Fire Chief for the Houston Fire Department (HFD) in Houston, TX. He previously served as Fire Chief for the El Paso Fire Department (EPFD) in El Paso, TX. After 4 years in the U.S. Air Force, Peña joined the EPFD in 1994 where he served for 22 years, the last 3 years as Chief of that department. Peña has been promoted to various supervisory and chief officer roles throughout his career.

Chief Peña is a PEER Assessor for the Center for Public Safety Excellence (CPSE) and has participated in numerous assessments of major city fire departments and military facility fire protection agencies. He has been a Credentialled Paramedic, and an Advanced Medical Coordinator for the Texas Department of State Health Service. He holds certifications in Structural Firefighting, Aircraft Rescue

Fire Fighter, Hazardous Materials Technician, Confined Space Rescue Technician, and Fire and EMS Instructor, and has commanded Fire/Rescue resources at various incidents of significance including Hurricane Harvey (2017), Super Bowl 51 (2017), Tropical Storm Imelda (2019), Tropical Storm Beta (2020), Watson Grinding Explosion (2020), Hurricane Nicholas (2021), Winter Storm Uri (2021), Astroworld Festival Incident (2021), and World Series (2017, 2019, 2021, 2022).

Chief Peña has a Bachelor's degree in Criminal Justice from the University of Texas-El Paso, and Master's in Business Administration from the University of Texas-El Paso. He has instructed certification courses in various fire and emergency medical service disciplines. Chief Peña contributed on the *21st-Century Fire and Emergency Services* white paper for the Center for CPSE and the International City/County Managers Association (ICMA), cited in *Advanced Fire and Emergency Services Administration, 2nd Edition*, published in 2022 by Jones & Bartlett Learning, LLC. Peña is active in a variety of national associations and serves on numerous committees.

Teresa R. Johnson, PhD - Senior Consultant-Data Analyst. Dr. Johnson served as the Director of the Office of Assessment and Evaluation at the Johns Hopkins University School of Medicine (JHUSOM). In this role, she is responsible for designing and launching initiatives related to the assessment of students and the evaluation of programs in undergraduate, graduate, and continuing medical education, graduate biomedical education, and post-doctoral training. She establishes strong partnerships with faculty members and program administrators to ensure that assessment and program evaluation activities align with learner needs, program goals, accreditation standards, and evidence-based best practices.

Prior to joining Johns Hopkins, Dr. Johnson served in a similar role at the University of Central Florida's College of Medicine.

Dr. Johnson completed her M.S. and Ph.D. degrees in Educational and Sport Psychology at Florida State University (FSU) in Tallahassee, FL. During her graduate studies, she worked as a Sport Psychology Consultant for the FSU NCAA Division I women's softball and men's golf teams and taught undergraduate sections of Sport Psychology and Classroom Applications of Educational Psychology.

Brian McGrath – Senior Consultant – GIS and Mapping Analyst. Brian McGrath serves as President of CAD North Inc. His responsibilities include Administration, Marketing, Software Development and Business Analysis/Requirements Documentation. He brings over 18 years' experience in Information Systems management and development in the public safety industry including 10+ years Business and Systems Analysis in public safety software development. He has exceptional ability at requirements capture, analysis and documentation and is fully conversant with all aspects of the software product development and implementation lifecycle. He is an experienced software developer of public safety dispatch applications including software development using TriTech's RAPTOR API. He possesses excellent communications and interpersonal skills, is comfortable at all organizational levels and has a solid base of operational experience in public safety communications.

Utilization of Sub-Consultants

FITCH does not utilize any sub-consultants. All of our consultants work exclusively for the firm.

Skills and Knowledge

Fire Department Deployment Principles and Practices

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Fire Department Staffing Practices

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, ranging from volunteer, combination, and all career departments.

Fire Department Firefighter and Civilian Labor Relations

All of the primary consultants that would be utilized on this project have served in chief officer positions with direct responsibility for maintaining effective relationships between management and labor, participate in collective bargaining and negotiations, and oversee all matters of discipline and daily operations within the boundaries of the collective bargaining agreements. This is held true for both sworn and civilian personnel.

Fire Department Performance Measurement

Fitch & Associates is a thought leader in fire department performance measurement. Specifically, two members of the staff have served as peer team leaders and peer assessors for over 10 years with the Commission on Fire Accreditation International and have co-authored the latest versions of the Self-Assessment Manual (9th) and the Standards of Coverage document. (6th edition).

Members of our staff have taught at international conferences on performance measurement as well as recently won an award for Innovation from the Center for Public Safety Excellence (CPSE) for the department's commitment to outcome measures.

Finally, Fitch & Associates has proprietary analyses that can assist in discerning the return on investment of every resource and station location to the desired service levels.

Fire Prevention, Urban-Wildland interface, and Community Risk Reduction

Again, each of our members has had direct relationships to overseeing or participating in fire prevention and community risk reduction efforts. Our California members have direct experience with

wildland urban interface, the prevention and abatement of wildland urban interface issues, and deployment and operations to large incidents.

Fire Department Dispatch and Communications

Fitch & Associates assesses communication centers in an effort to maximize efficiency and effectiveness and to meet or exceed performance thresholds. All variables of staffing, technology, and process issues are evaluated.

In addition, Fitch & Associates provides management services for 911 communication centers.

Advanced Life Support Ambulance Deployment and Delivery Models

Dr. Steven Knight has extensive experience and expertise in system design and operations for Advanced Life Support ambulance deployment and delivery models. Dr. Knight has led projects that have evaluated various configurations for fire-based and private ambulance service systems complete with performance, workload, billing performance, and overall fiscal valuations.

Fire Services Management Practices

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Fire Department Fleet Management

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Fire Services Technology

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Safety and Training

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Specifically, one of the team members spent years in the Safety and Training Division of a large metro-sized agency as both an officer and then Division Chief.

Land Use Planning

Our team has a healthy blend of both fire department operational and management expertise as well as city and county management. Fitch & Associates utilizes structured interviews as well as direct materials such as the comprehensive land use plans, annexation plans, and other known or anticipated development to project future demands for service.

Strategic, Master and Business Planning

At least two members of our team were accreditation managers for their respective departments as well as chief officers that were responsible for the development and/or management of strategic, business, and master planning efforts.

Additionally, Fitch & Associates has provided planning services for emergency service agencies for over 3 decades.

Knowledge of Industry Best Practices

The project team has extensive experience and understanding with the National Fire Protection Association (NFPA), the Insurance Services Organization (ISO), the Commission on Fire Accreditation International (CFAI) and the Center for Public Safety Excellence (CPSE), the International Association of Fire Fighters (IAFF) and the International Association of Fire Chiefs (IAFC). In addition, the California members of the team have extensive and personal experience with Cal-OSHA and other dynamic elements within the State of California.

Finally, *Fitch* has a robust data base of comparative agencies after 35-years of experience to provide contextual discussion around desired performance, best practices, and community expectations.

EXPERIENCE WITH PUBLIC STAKEHOLDER INPUT

Commensurate with best practices and the accreditation process, community stakeholder input is tenant to a transparent and accountable process to ensure that community expectations, acceptable levels of risk, and desired performance are all well-aligned within the unique community environment.

Therefore, all projects with an agency intent on seeking or maintaining fire accreditation contain some elements of community engagement. Similarly, all projects that involve strategic planning include external community stakeholder input through an integrated process. However, the exact format is typically client driven based on the level of community engagement experienced in the past and in general alignment with other community engagement activities.

For example, in some communities a town-hall style meeting is held where participants receive a high-level overview of the department and provided services and then provided an opportunity to provide both structured feedback that prioritizes services as well as open-ended questions to provide broad observations and desires. In other communities, a citizen survey has been created in conjunction with the client that can be hosted on the City's website and allow input from the community. Most communities elect to have a more targeted public engagement such as a citizen academy and/or a town-hall style process. Public engagement has continued to thrive virtually within the Covid-19 pandemic as well.

Recent public engagement projects would include the following:

- Santa Clara County Fire, CA
- El Dorado Hills, CA
- City of Rocklin, CA
- City of Cape Coral, FL
- City of North Port, FL – Online Survey and Town-Hall
- City of Ft. Myers, FL
- Mountain View Fire District, CO
- City of Brooklyn Park, MN – Online Survey

Finally, since the degree of public participation and the quality of feedback vary considerably across communities, all activities and questionnaires will be developed in collaboration with the Client.

REFERENCES AND DEMONSTRATED EXPERIENCE

In addition to the intuitive strengths derived from leadership in the emergency services field and more than three decades of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

FITCH is uniquely qualified to conduct this review. *FITCH* specializes in public safety consulting and has direct experience with assignments similar to yours. Below are several projects that demonstrate our experience developing community risk assessments and standards of coverage documents for public fire agencies.

Polk County, FL

Polk County contracted with the firm to assist the agency with an evaluation of fire rescue operations, station locations, and deployment strategies through the development of a Standards of Cover document for the department. *FITCH* completed comprehensive data and GIS analyses that the Department. *FITCH* assisted with recommendations for optimized station locations as well as reviewed multiple sites identified by the County. Ultimately, the County has moved forward with planning for approximately 15 additional fire stations and nearly 30 additional ambulances.

Subsequently, the County has hired *FITCH* again to complete an Alternative Staffing and Scheduling Study.

The contact for this project is Fire Chief Anthony Stravino. He can be reached at 954-757-8976 or tony_stravino@icloud.com.

The project demonstrates the firm's experience with Standard of Response Coverage Development, comprehensive quantitative data analyses, station location studies, and GIS analyses that balance local policy with NFPA, CFAI, and ISO guiding documents within the local fiscal and political environment. This study also contemplated optimized staffing strategies within the current staffing matrix.

Charlotte County, FL

Charlotte County contracted with the firm to assist the agency with an evaluation of fire rescue operations, station locations, and deployment strategies through the development of a Standards of Cover and 5-Year Strategic Planning document for the department. *FITCH* completed comprehensive data and GIS analyses that the Department. *FITCH* assisted with recommendations for optimized station locations as well as reviewed multiple sites identified by the County.

The contact for this project is Deputy Fire Chief Bryan Carr. He can be reached at 941-626-1147 or Bryan.Carr@charlottecountyfl.gov.

The project demonstrates the firm's experience with Standard of Response Coverage Development, comprehensive quantitative data analyses, station location studies, and GIS analyses that balance local policy with NFPA, CFAI, and ISO guiding documents within the local fiscal and political environment. This study also contemplated optimized staffing strategies within the current staffing matrix.

City of Tampa, FL

FITCH was contracted only to complete a comprehensive review of all Fire and EMS operations including station locations, resource allocation, and staffing. Recommendations were provided to city administration, fire administration, and city council that clarified station location, unit type and

quantity, and the associated staffing needs to meet the intended response times as identified within the department's Standards of Cover.

The contact for the Fire Chief Barbara Tripp. She can be reached at barbara.tripp@tampagov.net or 813-340-9263.

The project demonstrates the firm's experience with similar studies in other government fire agencies.

City of Fort Worth, TX

FITCH was retained by the City to conduct a detailed operational review of the EMS system and to develop and evaluate alternative EMS system designs that include status quo, public utility models, 3rd Service, private, and fire department based delivery models. Previously, a companion study evaluated the fire department's operations, resource allocation, station locations, and staffing. The project was completed in the summer of 2024.

The city reengaged Fitch to provide transition management services through July 1, 2025 as the city assumes the previous MedStar EMS services.

The contact for these projects is Fire Chief James Davis at jim.davis@fortworthtexas.gov or 614-774-3504.

The project demonstrates the firm's experience with similar projects in government and contractual agencies.

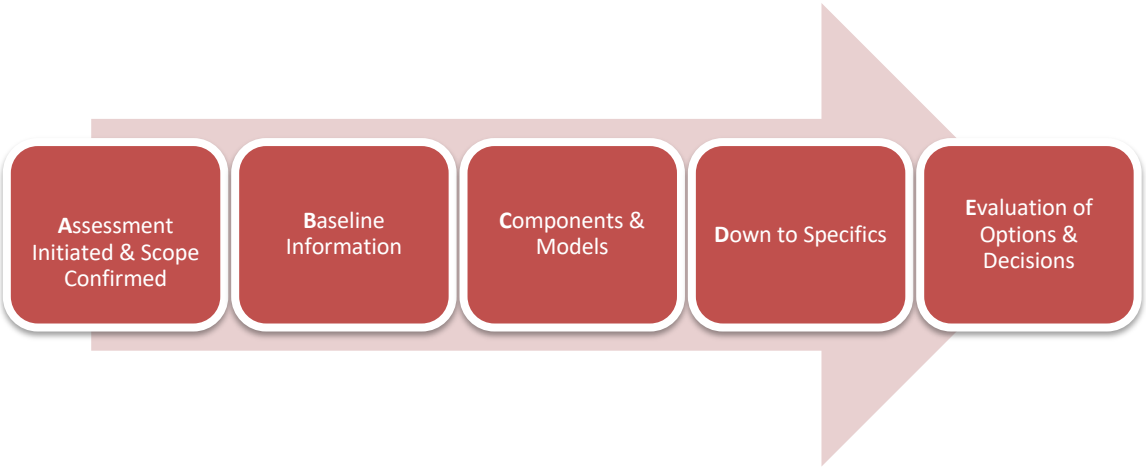
Additional client references, case studies, and testimonials are available on the firm's website at www.fitchassoc.com.

PROJECT MANAGEMENT AND SCOPE OF SERVICES

Project Understanding and Approach

We have organized the engagement to allow the Department optimal flexibility to determine its best value as the project develops. The following figure graphically illustrates the project approach.

Figure 3: Description of Project Approach



It is our understanding of the project, that the consultant would partner with the fire department to develop a *Standards of Cover Document*. This would include evaluations of first unit arrival performance (response times), effective response force performance, station level reliability, station level call concurrency (simultaneous events), and workload. In addition, this analysis would include temporal analysis of requests for services by month, week, and time of day to identify any gaps in performance or challenges to provide commensurate services regardless of the timeframe.

A community risk assessment will be completed that evaluates risk from two perspectives. First, is the historical risk based on community driven requests for service. This will be informed from the quantitative data analysis described above. Each call type will be evaluated individually (fire, EMS, hazmat, technical rescue). The second lens is prospective risk. Prospective risk is identified as the potential of risk. Typically, this is completed through the development of risk matrices to evaluate occupancy level risks (typically commercial structures and high density residential). Finally, these two risk evaluations will be blended to create a community wide risk rating structure for each station area to best align resource allocation to risk.

The development of the *Standards of Cover* will be the culmination of all-hazard risk profiles that include historical and prospective risk in combination with environmental, topographical, geographical, natural, transportation, aviation, hazardous materials, and health risks that will inform the ultimate recommendations on the appropriate allocation of resources to ensure the deployment plans meet expectations for service.

The development of expectations for service is an important part of this project that will be informed from the quantitative analyses, risk analyses, and GIS simulation and modeling. Alternatives with varying performance windows will be communicated to the Department to help make an informed decision on the desired performance. All alternatives will be compared and contrasted with the national recommendations from NFPA, ISO, Commission on Fire Accreditation International (CFAI) and current evidenced based research. This will include any mandated requirements from the state, region, or local governing bodies.

A review of budget and capital outlays will be seamlessly integrated with the development of potential alternatives for expected service levels and/or changes to the status quo deployment. In this manner, both current and future projections will be evaluated to ensure fiscal sustainability.

Following the CFAI requirements, community engagement would be necessary to ensure that there is congruence between the Department's desire to provide exemplary service and the community's expectations of services. This will be completed in conjunction with the community input during the strategic planning process. However, any community engagement activities or decisions will be at the Client's discretion.

All elements identified in the RFP's Scope of Work section will be completed while following the rigor of the CFAI model for the development of a Standards of Cover/Community Risk Assessment and Strategic Planning.

Project Management and Interaction with Department

Our project management is a disciplined and structured process. Key activities are clearly outlined and logically organized to produce specific deliverables within the defined period of time. We will review our progress against the work plan on a regular basis to ensure that we are progressing according to plan. Any deviations will be flagged immediately, and appropriate action taken, through discussion with you, to address issues.

As designed, this project will be transparent and highly collaborative. It is essential to the *FITCH* team that the key stakeholders have sufficient opportunity for input and guidance throughout the project. This proposal is assuming a kick-off meeting with the Department leadership. As proposed, the *FITCH* team will conduct a minimum of three onsite visits including a formal presentation of the findings and at least one public input meeting (if desired). At a minimum, the *FITCH* team will meet with elected officials, fire department administration, and identified key stakeholders.

We make every effort to respond to communications within the same day, but if unable to do so, we will return communications with 24 hours.

Service Availability

FITCH does not allow our consultants to work more than three projects at a time. In addition, if the projects are large or complex, we may limit the consultants' commitments accordingly. As a client centric and high-engagement consulting firm, we ensure that the resources and personnel dedicated to the project have ample time and availability to accomplish all goals and tasks as designed.

Additionally, as a client centric firm, we routinely work outside of "traditional" working hours to accommodate differences in time zones, public engagement and publicly noticed meetings, as well as travel. In other words, we will accommodate the schedules that best meet our clients' needs.

Project Objectivity and Neutrality

The *FITCH* team has broad-based expertise that naturally blends the competing demands for efficiency and system design in an objective and neutral manner. By design, the firm utilizes a data and research-based foundation, coupled with inner rater reliability procedures, that controls for the naturally occurring biases. Our firm has extensive experience in high-performance system design and efficiency in the use of human and physical resources and continues to serve as a strategic partner with ICMA. Finally, *FITCH* brings nearly 150 years of direct fire/ems service system leadership and management experience to this project that serves to balance the "do more with less" movement with realistic and highly implementable solutions for long-term sustainability while maintaining high quality services.

Areas of Concern and Variable Stakeholder Interests

As a high-engagement and transparent consultancy, there are times that the various stakeholder groups may have competing interests. *FITCH* has extensive experience navigating the political and stakeholder environments to find implementable solutions. We spend considerable effort attempting to ensure and/or create commonality of purpose within these consultancies. Finally, as discussed previously, the advantage of utilizing an objective data-driven process serves to establish a common understanding and discussion around the "facts" first and education and transparent discussions may serve to limit the variability of interests.

There is not a specific area of concern, but rather a typical observation for project planning and timelines. As a data-driven process, the timeline doesn't materially begin until the *FITCH* team receives usable data that was requested at contract execution. In other words, any delays that may arise are typically due to the delay in receiving the necessary raw data to begin.

Scope of Work

Project Initiation, Kickoff, and Acquisition and Review of Background Information

The first step in the process is to conduct a kick-off meeting to finalize the work plan and timeline and is paramount to a successful study and the ability of *FITCH* to maximize the effectiveness of its work

teams. At the kick-off meeting an overview to the approach of the project will be provided to stakeholders. Any final logistical issues will be resolved during this phase. It is in this phase that key representatives will review and prioritize items outlined in the RFP and provide an opportunity to refine any specific objectives related to each service area or objective.

During the project initiation and/or first on-site visit, personal interviews will be scheduled with the following key stakeholders:

- City Manager/Administrator
- Elected Officials
- Fire Chief
- Department Leadership Team
- Key Stakeholders
- Labor Executive Board (If appropriate)

Concurrently, *FITCH* will submit an Information Data Request (IDR) that the Department will typically complete within 14 to 30 days of project initiation.

Element 1 – General Summary of the Community Served

Within a risk-based schema, the first step in an analysis is to understand the individual or specific aspects to the Department. Therefore, a description of the community served by Department will be completed. Elements included in the community description may include:

- Legal Basis
- Governance and Lines of Authority
- Brief History of the Agency
- Organizational Design
- Financial Basis, including Operating Budget, Funding, Fees, and Taxation
- Geography
- Topography
- Climate
- Population
- Demographic Features
- Disaster Potential

Element 2 – Analysis and Summary of the Services Provided by the WFD

The next step is to review the services that are provided within the existing deployment model and the associated baseline performance for the Department and mutual/automatic aid agencies. All of the currently provided service delivery programs will be evaluated in an effort to establish the current deployment strategy and to identify the current baseline performance. The deployment related service delivery programs to be evaluated include:

- Fire Suppression

- Rescue
- Emergency Medical Services
- Hazardous Materials
- Specialized Services such as Technical Rescue, Swift-Water Rescue, Marine Rescue & Firefighting, Dive Rescue, and Wildland Firefighting (as appropriate)

In addition, the current deployment strategy(s) will be identified and described with regards to the number of fire and EMS stations, response territories or demand zones, and apparatus quantity and type. Similarly, the current staffing strategies will be identified and described including the organizational structures, administrative and support staffs, emergency response staffing, and a brief summary of the Department's response history.

Citizen Needs and Stakeholder Input (Client's Discretion)

A review of the community's expectations for service will be completed. This review will include several strategies designed to elicit both internal and external stakeholder input. The process *FITCH* will utilize to elicit internal stakeholder input regarding service expectations will include a series of on-site structured interviews with key stakeholders. Preliminarily, the stakeholders that have been identified include:

- City Manager/Administrator
- Elected Officials
- Fire Chief
- Leadership Team
- Random Sample of Line Personnel
- Labor's Executive Board (if appropriate)

Previously captured data elements such as population density will be synthesized with the forthcoming risk assessment to lend insight for the development of performance goals and objectives. In addition, a review of existing internal guiding documents will be completed. For example, the *FITCH* team will review mission, value, and purpose statements and any existing or desired performance goals and objectives.

Often, a "review of community expectations" only includes inferences from internal staff. At the client's discretion, the process typically suggested by *FITCH* is to conduct a town-hall style meeting of key external stakeholders. *FITCH* will facilitate a process that allows participants to prioritize the available services and provide essential feedback through the consumer's lens. *FITCH* will review and seamlessly incorporate the external stakeholder feedback. This is very valuable to the process and may serve to balance the gap that often exists between the Departments' desire to provide exemplary services and the community's expectations of said services.

Element 3 – Examine the Effectiveness of Inter-Jurisdictional Response

Analyses at the station level will determine the appropriateness of the fire and EMS station locations in relation to the risk identified and the geographic limitations for travel time. Factors related to the distribution (station locations) such as geographic size, travel impedance, workload, and risk would be evaluated. Similarly, the station level analyses will also include elements of concentration such as the numbers of apparatus or personnel required at each level of distribution necessary to reliably respond to the demands for service. Elements evaluated for concentration may include the number of risks located in each demand zone or station territory and the capabilities to assemble an effective response force by program area. Station level performance and capabilities will be illustrated utilizing GIS and quantitative analyses presented in tabular form. Examples of similar analyses are presented for your review and convenience.

Marginal Utility of Optimized Resource Allocation

We utilize a proprietary marginal utility model to engage communities in their understanding of the balance between response time performance, the community's willingness to assume risk, and the costs associated with comparative service levels. In this transparent dialogue, community policy can be clearly derived that meets the best balance between community expectations for service, costs, and outcomes.

Therefore, in each community at any given response time objective (Minutes), an optimal number of fixed facility fire and EMS station locations are identified. Many communities have sited their fire station locations for a wide variety of reasons with the least of them being a specific performance objective. The concept that "faster is always better" passes the commonsense test, but in most communities, there is a marginal benefit or marginal return on fixed cost investments that may not be providing the desired return on investment. These analyses and continued dialogue with the community provide for a transparent and accountable method to best meet community expectations for service.

In the following example, this community has two fire stations and was meeting their desired performance (minutes). However, the first fire station captures 97.46% of all of the calls in the community from the current location within the desired performance level. In this case it was eight (8) minutes travel time. The second station only added 0.3% improvement in coverage. A quantitative analysis, such as typically presented in an annual report, would report the aggregate performance at 8 minutes 90% of the time, but fall short of illustrating the diminishing return on investment of the second fire station's contribution at a constant fixed cost for each fire station.

Figure 4: Marginal Utility and Optimization of Fire and EMS Station Locations

Station Rank in Contribution to System	Existing Station Number	Station Capture	Total Capture (Cumulative)	Percent Capture (Cumulative)	Contribution to the System
1	Station 2	4,562	4,562	97.46%	97.46%
2	Station 1	14	4,576	97.76%	0.3%

This approach will be utilized to assist in the evaluation of automatic/mutual aid capabilities from surrounding agencies as desired. In other words, this evaluation will assist in uncovering potential efficiencies and/or gaps in coverage between the cooperative agencies.

Our approach to optimizing the fire station locations and utilization is determined by the desired service level and capabilities from each of the facilities. Since an optimal number of facilities exist, some communities may be able to consolidate stations or redistribute resources to areas of need, some may currently have the optimal number of facilities, and some may need additional facilities to meet the desired service levels. However, this analysis is the only method to identify the diminishing return or marginal utility of resource allocation as quantitative analyses alone will not identify "overlapping" predetermined response areas.

Element 4 - Analysis and Summary of Community Risk

Risk Analysis for Each Station by Incident Type and/or Severity

FITCH utilizes two perspectives to evaluate community risks. One is the retrospective or historical community demand. As a continuation of the distribution and location of calls sorted by call type (severity) from the previous section, we will complete the review of historical demand and sort by station response area by each call type/severity.

In addition, we can utilize a prospective view to evaluate community risks. Utilizing available data from WSRB or internal RMS data, we will create a risk matrix that will categorize risks as low, moderate, high, or special risks. This information will be utilized at the occupancy level for the commercial properties within the jurisdiction. ***The Department will participate in the development of the risk matrices utilized; the following are only examples.*** An example of an occupancy level risk matrix is provided below.

Figure 5: Example of Occupancy Level Risk Severity Matrix

Risk Class	Fire Flow		Number of Stories		Square Footage		Basement Present (Yes/No)	Full Credit Sprinkler System (Yes/No)	Construction Class		Building Combustion Class		Total Risk Score
	Value	Scale	Value	Scale	Value	Scale			Value	Scale	Value	Scale	Scale
High	3	≥ 1500 gpm	5	≥ 4	5	>=100k GPM	5/0	-10/0	5	Combustible or Frame	5	Quick Free and Rapid Burning	≥ 18
Moderate	2	> 499 and < 1500 gpm	3	> 1 and < 4	3	> 10k gpm < 100k GPM	5/0	-10/0	3	Joisted Masonry	3	Combustible	>8 and <18
Low	1	≤ 499 gpm	1	1	1	< 10k GPM	5/0	-10/0	1	Non-Combustible, Masonry Non-Combustible, Fire Resistive	1	Slow Non/Limited Combustible	≤ 8

The combination of the prospective risk as defined (in this example) will generate risks that are mapped by station demand zone and quantitatively analyzed within the context of a station level risk matrix. An example of a station level risk matrix that incorporates both the historical demand (risk) and the prospective (potential) risk is utilized to determine the appropriate balance between the distribution and concentration of needed resources and is provided below.

Figure 6: Example of Station Fire Response Area Risk Concentration Matrix

Risk Class	Community Demand (CD)		Call Concurrency (CC)		High/Moderate Risk Occupancies (RO)		Total Risk Score
	Value	Scale (Calls)	Value	Scale (%)	Value	Scale (Occupancies)	$\sqrt{\frac{(CD)^2+(CC)^2+(RO)^2)}{2}}$
High	7 to 9	≥ 2,700	7 to 9	≥ 15	7 to 9	≥ 330	≥ 7
Moderate	4 to 6	≥ 1,350 and < 2,700	4 to 6	≥ 7.5 and < 15	4 to 6	≥ 165 and < 330	≥ 4 and < 7
Low	1 to 3	< 1,350	1 to 3	< 7.5	1 to 3	< 165	< 4

While occupancy level data is primarily used for fire protection, ultimately, all of the types of risk (fire, EMS, Hazmat, Rescue) will be categorized utilizing a probability/consequence matrix to best determine the appropriate number of resources and staffing to respond to or mitigate risks. This is utilized to ensure that there is appropriate balance between preparedness or readiness, for the delivery system and the actual historical demand. An example of the two-dimensional probability/consequence matrix is provided below.

However, a more appropriate three-dimensional model will also be utilized to also account for the Department's capabilities as the best balance is posited in a balance between potential risk, historical risk probability, and department capabilities. An example of a station level risk profile is provided.

Finally, an evaluation of land use plans, annexation plans, and anticipated changes in community demographics, socioeconomic status, or population will be considered in determining the most appropriate allocation of resources to best meet the unique community profile.

Figure 7: Example of Probability/Consequence Matrix

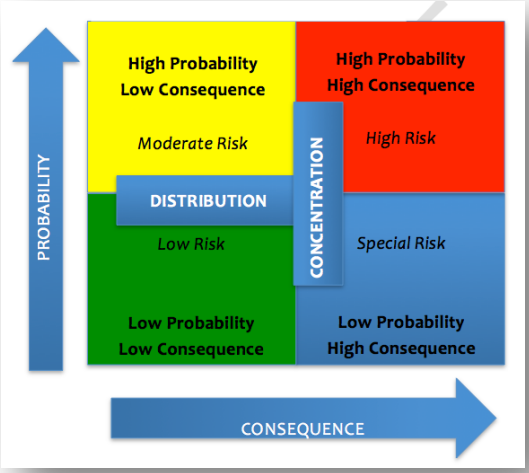
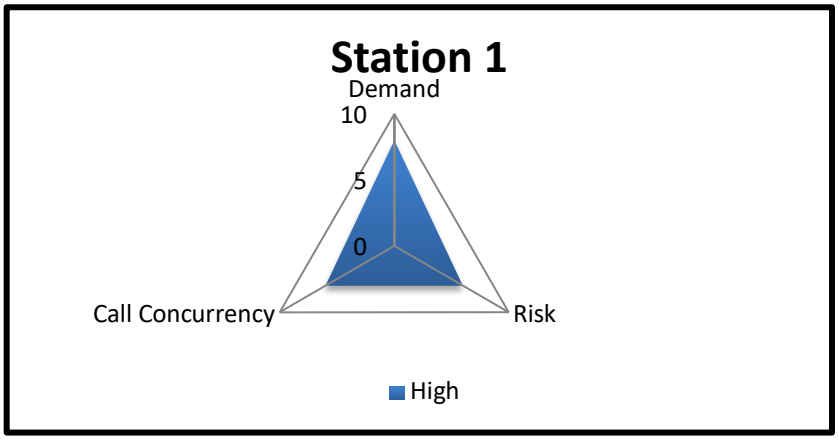


Figure 8: Station 1 Risk Profile



Element 5 - Review of 5-Years of Historical Fire Service System Performance

The analysis for this part of the scope of work is a continuation of previous quantitative work for the station locations and response areas as well as the GIS analysis of the location of historical incidents. Therefore, in addition to the previously presented tabular data, all incidents will be geocoded in GIS to generate heat maps. Each major call type will receive a specific analysis (fire, ems, hazmat, technical rescue, etc.).

In summary, the following elements will be evaluated while completing the review of 5-years of historical system performance for the Department and all mutual/automatic aid responses given or received:

- Number of calls
- Call frequency
  - Time of day
  - Day of week
  - Month of year
- Call type and Location **(Historical Study)**
  - Fire
  - Ems
  - Hazmat
  - Tech Rescue
- Elements of Time
  - Dispatch time
  - Turnout time
  - Travel time
  - Total response time
- Performance
  - Unit performance
  - Station performance
  - System performance
- Effectiveness / Outcome Measures
  - Call Type
  - Reliability / Concurrent Calls **(Reliability and Capacity Study)**
  - Workload
  - Call duration
  - Unit Utilization
  - Workload Distribution at Unit and Station levels
- Deployment Modeling
  - Effective Response Force (ERF) performance and capabilities
  - Distribution of Resources **(Distribution Study)**
  - Concentration of Resources **(Concentration Study)**
  - Automatic and Mutual Aid Capabilities **(Capacity Study)**
  - Historical and Live Traffic Performance Summary **(Live Traffic Performance)**
  - Program Area

Element 6 – Performance Objectives and Measures

Establishing Service Levels to Be Offered

A key component to exploring options or alternatives is to establish the desired service levels for both initial arrival (Distribution) and the effective response force (Concentration) for each risk type. This part of the process will incorporate several elements from both internal and external stakeholder feedback to establish expectations for service as well as a brief review of the available evidenced-based research related to response times.

Several alternatives will be provided and articulated in such a manner that policy can be transparently adopted with the specific costs associated with the associated desired performance. For example, the financial impact will be provided comparing incremental adjustments to performance for both quicker responses as well as a more measured response. The impact to costs is significant and grows exponentially with the size of the system.

In addition, this type of analysis will be provided at the apparatus level. We will demonstrate the total cost for each apparatus and the corresponding marginal utility or contribution each apparatus provides to the success of the overall system.

Compare and Contrast with National Recommendations and Best Practices

Current and/or desired service levels will be compared with recommendations from the National Fire Protection Association (NFPA), the Commission on Fire Accreditation International (CFAI), and the Insurance Services Organization (ISO), Washington State Rating Bureau (WSRB).

Element 7 – Overview of Compliance Methodology

FITCH will work with the Department's management team to develop methodologies that will allow the Department to continually measure future performance. This may include enhanced technologies, the assignment of oversight, schedules, planning, review requirements, and Department adopted metrics. This will be a seamless construct from the previous work in this project and adopted service levels.

Element 8 – Evaluation, Conclusions, and Recommendations to Policy Makers

This objective data-driven and risk-based process will naturally provide for an overall evaluation of the Fire Department's staffing, deployment, risk to resource allocation, station locations, and performance. As a highly transparent process, implementable solutions and recommendations, or validation of current practices, will be provided when and where appropriate.

Key Decision Points

Utilizing our approach, the Department will have an opportunity to guide policy decisions at specific milestones throughout the project. For example, the fire system experts will assist in developing the risk matrices that will be utilized to prioritize risk within the City, assist in developing the critical tasks assignments that will guide mitigation strategies for each risk category, and review and provide feedback on the Draft Data and GIS reports as well as the draft final SOC before it is widely distributed.

Similarly, City staff and key stakeholders will provide guidance into the desired system performance objectives. This is an important element to a successful system design and was covered in more detail previously under the title of "Establishing Service Levels to be Offered".

Development of Alternatives and Potential Conflicts

Alternatives for deployment, organization, and fiscal strategies may be developed. These alternatives will be fully developed, with associated costs, and an assessment of the cost and benefits of the alternatives. The process for articulating potential alternatives will allow policy to be adopted in a comprehensive and transparent manner that will foster a high degree of accountability and long-term sustainability within the context of the unique and specific environment.

In addition, potential exists that alternative conclusions may be derived from previous consulting work for station locations, standards of cover, etc. In all cases, areas where the *FITCH* team cannot validate previous findings or the conclusions are not aligned, differences will be brought forward confidentially and discussed with the Client on how best to proceed prior to any opportunity for public consumption.

Development and Review of Draft Project Report

As designed, the project will have incremental milestones where the Department will have an opportunity to validate and provide feedback on results. For example, after the draft data report, and the geospatial and temporal analyses the Department will be informally presented the material. Therefore, approximately 80% of the final draft report will have been reviewed and validated by the staff prior to completion.

The project is designed to be facilitative and highly collaborative between the *FITCH* team and the Department's staffs. The draft report will be provided for further validation, feedback, and discussion prior to finalizing the draft report.

The final draft report will include the following elements, with detailed information and supporting materials as well as clearly designated recommendations that are highlighted for easy reference:

- Executive Summary
- Detailed Narrative SOC and Community Risk Assessment
- Quantitative Data Report – Technical Supporting Document
- GIS Analyses Report – Technical Supporting Document

Delivery of Final Written Standards of Cover Assessment Report

Once the feedback from the draft review has been incorporated into the revised final report, a formal presentation of the report will be provided to the Board, staff, elected officials, and/or the general public as desired. It is understood that 10-bound copies are to be provided. As a highly transparent process, there will be ample time to ask questions and all materials, presentations, and supporting documents will be provided.

Value-Added Administrative Structures and Capacity Review – No Additional Costs

A review of the administrative structures, reporting relationships, workflow, and capacity will be completed for the Fire Prevention/Community Risk Reduction, Training, and EMS divisions. Structured interviews and on-site direct observations will be utilized to quantify the work demands and processes as well as the more qualitative aspect of organizational perspectives and cultures that may enhance or threaten efficiencies. Finally, a comparison of the Ceres Fire Department's organizational structures and staffing will be conducted with comparator departments, national best practices, and *FITCH's* nearly 40 years of consulting experience.

PROPOSED STANDARDS OF COVER PROJECT SCHEDULE

The process identified in the previous sections will yield the desired results for this project. The proposed scope of work demonstrates that the consultant understands the desired outcomes and has proposed objectives and tasks to achieve that outcome.

Figure 9: Standards of Cover Proposed Timeline

	Month 1	Month 2	Month 3	Month 4	Month 5
Kick-Off Meeting, Refine Work Plan and Scope, and Meet with Stakeholders					
Overview of Community Served					
Overview of the Departments, Organizational Structure, and Currently Provided Services					
Citizen Needs and Stakeholder Input					
Optimizing Fire and EMS Station Location(s) and Utilization					
Analysis of Assigned Response Areas					
Analysis of 5-Year Historical Data by Station Response Area and Call Type/Severity					
Conduct Risk Analysis by Incident Type and/or Severity					
Analyze Need for New Stations or Identify Opportunities for Consolidation of Stations					
Analysis of Fire and EMS Station Staffing					
Analysis of Fire and EMS Apparatus, Equipment, and Resource Configurations – Current and Future Needs					
Analysis of Fire and EMS Dispatching Services					
Maximizing Efficiencies, Reducing Duplication of Services, and Identifying Opportunities for Improvement					
Development of Draft Report and Potential Implementation Schedules					
Final Presentation to Department					
Proposed Onsite Visits	#1	Virtual		#2	

The proposed timelines are predicated, or begin, once we receive usable supporting data as requested.

PROPOSED PRICING AND BILLING RATES

As proposed, this project will be a fixed cost, not to exceed, price of $69,700 including all travel and expenses. This proposal encompasses the development and completion of a *Community Risk Assessment and Standards of Response Coverage Document* and includes two on-site visits that will include structured interviews, organizational review, and internal/external stakeholder workshop(s), and an onsite final presentation (if desired). This fixed-cost pricing is inclusive of the Community Risk Assessment and Standards of Cover as proposed in this response.

Figure 10: Proposed Fees and Expenses

Project Activity	Costs
Original Project Pricing (Modesto)	**$74,700**
Reduction for Previous Client Relationship	**-$5,000**
Total Fixed Price-Not to Exceed Cost	**$69,700**
If Stanislaus and Ceres are Completed Concurrently	**$64,700**

As a fixed cost price agreement, *FITCH* holds the liability of completing the proposed scope of work and insulates the Department from additional costs for within scope items.

There are no ongoing or recurring costs, software costs, or software maintenance costs. However, at the client's sole discretion additional onsite work will be billed at $5,000 per consultant per trip. Other than the two onsite trips included, no other onsite work will be completed without the client's direct request.

At the Client's sole discretion, additional services, or implementation services can be accomplished at either $275/hour for individual hourly requests or mutually agree to amend the contract for another fixed cost amount.

www.fitchassoc.com

23 January 2025

Response to Request for Proposal:

STANISLAUS
CONSOLIDATED FIRE
PROTECTION DISTRICT

COMMUNITY RISK ASSESSMENT & STANDARDS OF COVER

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT

RIVERBANK, CA

Prepared by:

FITCH
& ASSOCIATES

2901 Williamsburg Terrace #G ▪ Platte City ▪ Missouri ▪ 64079
P: 816.431.2600 ▪ F: 816.431.2653
www.fitchassoc.com

CONSULTANT PROPOSAL

23 January 2025

Clinton Bray
Deputy Chief
3324 Topeka Street
Riverbank, CA 95367

Dear Chief Bray:

Fitch & Associates (*FITCH*) is pleased to respond to your Request for Proposal for a *Community Risk Assessment and Standards of Cover* for the Stanislaus Consolidated Fire Protection District, CA.

Per our brief conversation we have incorporated your specific needs into this submission and have organized the information requested for clarity. The *FITCH* team recognizes the importance of this project to the City and Department and will objectively assist the Department in the development of a standards of response coverage and community risk assessment. Fitch & Associates will partner with the leadership of the agency, steering committee or project team, and the city administration to ensure highly transparent, realistic, and implementable solutions within the unique local environment.

Fitch & Associates is a thought leader in the public safety industry and routinely author's articles, research, industry surveys, and white papers. In addition, the firm's members regularly are requested to present at international and national conferences. Therefore, the firm seeks out opportunities to partner with agencies that are willing to ask the tough questions, seek transparency, public input, and are interested in planning for the future in a sustainable manner that is aligned with community expectations and unique community risks.

Fitch & Associates is uniquely qualified to assist the department on this journey. All of the consultants proposed for this project have either spent their careers in, or are still employed, as fire service leaders with a long history of performance management, organizational optimization, and risk-based deployment strategies. Finally, the proposed consultants have over two decades of experience with the Center for Public Safety Excellence and the Commission on Fire Accreditation International (CPSE/CFAI).

Our firm is uniquely qualified to submit this response and perform the work required. Fitch & Associates has provided similar planning and analysis services for over 1,000 clients represented in every continent except Antarctica and in all 50 U.S. States throughout its 35-year history. Our team has wide ranging technical expertise and California specific experience. Chief Eric Nickel (City of Palo Alto and Santa Barbara) has extensive experience in California. He has served as a board member with the League of California Cities. Additionally, our team has technical and specific experience with the Commission on Fire Accreditation International's (CFAI) model and within California. Our team

members have served as peer assessors, team leaders, accreditation managers, and co-authored the new 6th Edition of the Standards of Cover Manual.

As proposed, Dr. Steven Knight, EFO will serve as the project manager for this project. Chief Knight retired from St. Petersburg Fire & Rescue, FL as the Assistant Chief and also served as the department's accreditation manager for two successful rounds of reaccreditation. Please feel free to contact me directly if you have any follow up correspondence during the selection process.

We appreciate the opportunity to submit this response and look forward to talking with you more about how we can provide you superior services and value.

Warm regards,

Steven Knight, PhD
Partner
816-500-7481
sknight@fitchassoc.com

COMMUNITY RISK ASSESSMENT AND STANDARDS OF COVER
STANISLAUS CONSOLIDATED FPD, CA

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GENERAL DESCRIPTION OF THE FIRM

Company Profile

Fitch & Associates, LLC is a Limited Liability Company originally established as a corporation in 1984. The Firm, and our only office location, is located in Platte City, Missouri, a suburb of Kansas City. Our physical mailing address is:

Fitch & Associates, LLC
2901 Williamsburg Terrace, Suite G
PO Box 170
Platte City, Missouri 64079
Telephone: (816) 431-2600
Facsimile: (816) 431-2653

Fitch & Associates Federal Employer Identification Number (EIN) is 43-1780744.

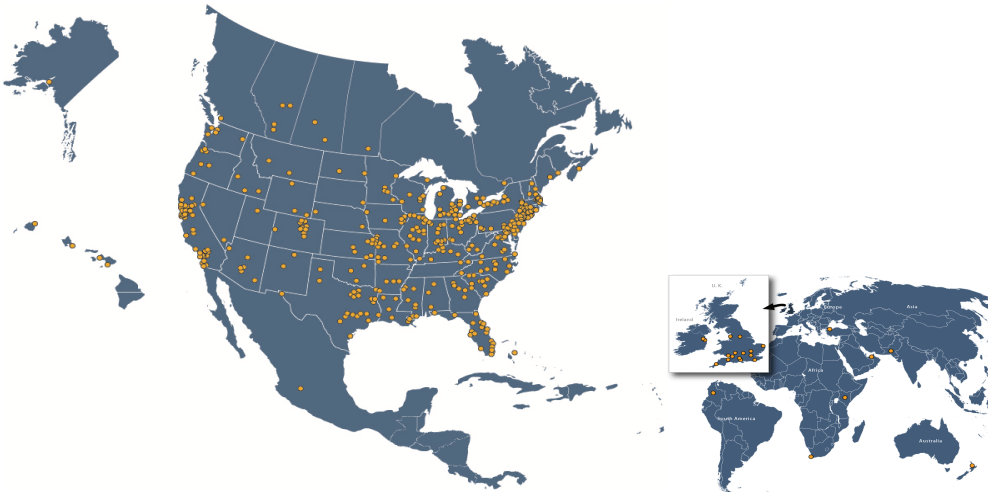
Throughout its 35-year history, *FITCH* has earned credibility by implementing innovative customized solutions in both the public safety and healthcare arenas. The Firm has consulted with nearly 1,000 communities in all 50 U.S. states and in 12 countries.

Projects have ranged from objective reviews, analysis and system design issues, communications system design, productivity, and enhancement studies to detailed operational, financial, and transition management services including standards of covers, strategic planning, and consolidation studies.

In addition to its six partners, *FITCH* has full-time Senior Associates, research, and support staff members. The firm currently employs approximately 44 personnel. However, all partners and consultants live in their locations of preference and/or employment (i.e. Fire Chief) and are not required to work at the firm's office or live in the Kansas City area.

These combined resources provide expertise on matters as diverse as organizational psychology, accounting, economics, healthcare administration, public information and education, marketing research, emergency medicine, fire service administration, law enforcement, safety management and "Just Culture" concepts.

Figure 1: Fitch Client Locations



Firm Experience with Risk-Based Standards of Coverage Studies

In addition to the intuitive strengths derived from leadership in the emergency services field and more than 35 years of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

In this section titled "References" we provide a brief description and contact information for references. In addition, the following cities and counties are current or previous clients where we completed a Community Risk Assessment and Standards of Cover (or other deployment analyses). This list is not intended to be all inclusive.

- City of Modesto, CA
- City of Manteca, CA
- Suisun City, CA
- City of Sanger, CA
- City of Roseville, CA
- City of Encinitas, CA
- City of Rocklin, CA
- City of Watsonville, CA
- City of Riverside, CA
- Tuolumne County, CA
- El Dorado County ESA JPA, CA (EMS Assessment)
- El Dorado County Fire, CA
- Prince Georges County, MD
- City of Houston, TX (EMS Assessment)
- City of Fort Worth, TX
- Oklahoma City, OK
- City of Dallas, TX
- City of Tampa, FL
- Polk County, FL
- City of Santa Fe, NM
- Kennewick, WA
- Richland, WA
- Pasco, WA
- Snohomish County Fire District #7, WA (3rd Project after Mergers)
- City of Vancouver, WA (4th project)
- Central Pierce Fire District, WA (EMS assessment)
- City of Gresham, OR
- City of Scranton, PA (EMS Feasibility Study)
- City of North Canton, OH (EMS Feasibility Study)
- City of Burleson, TX (EMS Feasibility Study)
- City of Rochester, NY (2nd Project – EMS Feasibility and Compliance Study)
- City of Orlando, FL (EMS Assessment)
- Clallam County Fire District #3, WA
- Camano Island, WA
- City of Cape Coral, FL
- Richland County, SC
- York County, SC
- Lancaster County, SC
- City of North Port, FL (2nd project)
- City of Mount Dora, FL
- Volusia County, FL (2 projects)
- City of Ft. Myers, FL
- City of Ft. Myers Beach, FL
- St. George's Fire District, LA
- Mountain View Fire District, CO
- City of Deltona, FL
- San Carlos Park Fire District, FL
- Lehigh Acres Fire District, FL
- Bonita Springs Fire District, FL (2nd project)
- Estero Fire District, FL (2nd project)

Qualifications of the *FITCH* Team

FITCH's specific strengths for this project are centered in the ability to objectively conduct research, manage multiple project priorities and blend both expert and local resources while building support for the outcome(s). Our key strengths include talented and experienced consultants who are leaders in their field, time-tested methods, quality teamwork, timeliness, and the ability to provide tangible results.

Talent – Each project is managed by a *FITCH* partner who is responsible for bringing together the specific resources necessary to meet the client's needs. Team members have been selected for their specific areas of expertise that match the requirements of this project. Team members are all subject matter experts who are leaders in their field. Some are well-known speakers providing leading edge and industry best practices presentations at fire/EMS conferences and workshops throughout the U.S. Many have articles published in fire/EMS related publications and periodicals. All are passionate about helping the client.

Time-Tested Methodologies – *FITCH's* experience and that of the individual consultants involved represents an unparalleled base for the tasks at hand. We have worked with more than 1,000 clients including local, state and federal government agencies; municipal and volunteer fire departments; ambulance services and hospitals.

Teamwork – Throughout its history, *FITCH* has stayed true to its core values by accomplishing projects using a collaborative approach. This approach offers high levels of involvement for system participants without compromising the independent or objective nature of the project.

Timeliness – *FITCH* is known for producing its work on or before the scheduled completion date and within budget. Timeliness also involves consultant access and response times. Both are as important in consulting, as they are in emergency services.

Tangibles – Tangible results in consulting mean developing solutions addressing the client's needs and providing recommendations that are implemented. *FITCH* is well known for developing innovative solutions to complex issues. Our recommendations and tangible work products have been implemented with greater frequency than those of any other national public-safety consulting firm.

Members of the *FITCH* project team are highly qualified academically with some serving as faculty members at leading educational institutions. Most importantly, *FITCH* has real-world experience managing large urban and rural services across the nation and a track record of content-specific consulting. Each of the firm's partners and the project director proposed for this project has extensive emergency services management experience. The commitment of top-level resources underscores the importance *FITCH* places on this project team.

We propose a team of experts in municipal leadership, fire protection, and emergency medical services to assess performance and explore options for your agency to operate within funding limitations while preparing for the agencies' future service delivery in an operationally effective, efficient, and sustainable manner that is aligned with the specific community risks and expectations for service.

FITCH is uniquely suited for this project. We have reviewed emergency service systems and developed staffing, deployment plans, and future oriented strategic initiatives for over 30 years. We have taught multiple approaches for fire and EMS deployment models for more than a decade as part of the Communications Center Manager's (CCM) program and the Ambulance Service Managers program (ASM) we conduct under the auspices of the International Academies of Emergency Dispatch (IAED) and the American Ambulance Association, respectively. We have served as a resource for detailed reports on emergency services and are a Strategic Partner of the International City and County Management Association (ICMA).

Best Practices Utilized by Fitch & Associates

FITCH remains on the cutting edge of best practices in the fire and emergency medical services. Our consultants are intimately involved with many state and national associations and are frequent presenters at international conferences:

- Fire Rescue International by the International Association of Fire Chiefs (IAFC)
- Firehouse World
- Excellence Conference by the Center for Public Safety Excellence and the Commission on Fire Accreditation International (CPSE/CFAI)
- Volunteer Chiefs Association (VCOS)
- Canadian EMS Chiefs Conference
- Ontario Fire Chiefs Association
- International City/County Management Association (ICMA)
- Navigator - International Academies of Emergency Dispatch (IAED)
- EMS World
- National Forum for Black Public Administrators

Additionally, your proposed team has presented at the following state associations in the last five years:

- League of California Cities
- Washington Fire Chiefs Association
- Florida Fire Chiefs Association
- California League of Cities
- Louisiana Fire Chiefs Association
- Texas Fire Chiefs Education Conference
- Illinois Fire Chiefs Association
- Nevada Fire Chiefs Association (Nevada Fire Show)

- Connecticut Fire Chiefs Association
- Georgia EMS Conference

Finally, *FITCH* hosts its own conference on Fire/EMS best practices titled Pinnacle Leadership. All of these efforts assist *FITCH* in maintaining our best practices approach to consulting and advising. For example, a proprietary process is utilized to develop a temporal and demand based geographic marginal utility model that is leading edge in designing fire and EMS systems in a manner that best articulates and describes both return on investment of resource allocation and the assumption of risk by the community.

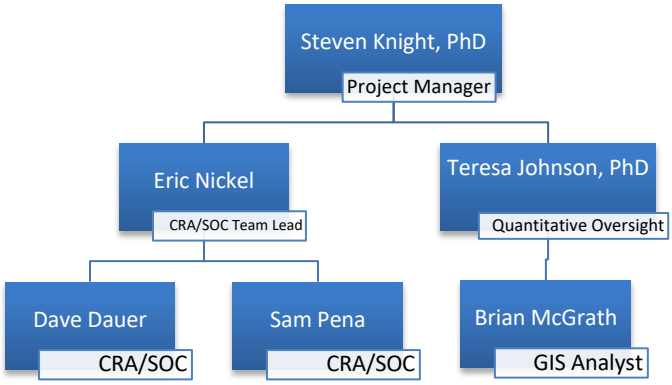
Team Personnel and Experience

FITCH'S proposed team has considerable expertise in all facets of the strategic assessment and planning process. For example, Dr. Steven Knight was the accreditation manager for the City of St. Petersburg Fire & Rescue's, FL department for two successful rounds of accreditation. While the accreditation manager, Chief Knight developed and managed the standards of coverage plan and strategic planning process. In addition, Chief Knight has served as a peer team leader and assessor for more than a dozen agencies while assisting the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI), all of whom included a detailed evaluation of the quality of the community risk assessment, standards of response coverage, and strategic planning documents.

Overall, the team brings considerable operational experience for the requested scope of work and seamlessly integrates the political acumen to work with multiple agencies and find reasonable and implementable solutions across the stakeholders.

All of *FITCH's* fire service consultants have spent a career in the field and management of fire and rescue services providing specific understanding and insight into the challenges and complexities of managing emergency services within a dynamic and changing environment.

***Figure 2: FITCH* Team Project Organizational Chart**



The following biographical profiles highlight the expert qualifications this team brings to the project.

Project Team Members

Chief Steven Knight (Ret.), PhD, Partner – Project Lead. Dr. Knight has nearly 25 years of experience and recently retired as the Assistant Fire/EMS Chief for the City of St. Petersburg, Florida. He is a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence (CPSE). He has also served as a team leader and peer assessor for the Commission on Fire Accreditation International (CFAI) and has held multiple faculty appointments in Fire Science and EMS. Dr. Knight previously served the International City and County Management Association (ICMA), as the Senior Manager for Fire and EMS.

Dr. Knight holds a PhD from the University of South Florida in curriculum and instruction and a minor in research and measurement, a master's degree in public administration from Troy University and a bachelor's in Fire & Safety Engineering from the University of Cincinnati. Chief Knight is also a graduate of and previous faculty for the Executive Fire Officer Program (EFO) through the U.S. Fire Administration, Federal Emergency Management Agency. Knight has been accredited multiple times as a Chief Fire Officer (CFO) through the Center for Professional Credentialing. Knight also served as an adjunct professor at St. Petersburg College and the State College of Florida in their Fire Science and Public Safety Administration Programs, is the former program director for Emergency Medical Services at the Manatee Technical Institute and is an affiliate faculty with the University of Central Florida's College of Medicine.

Chief Eric Nickel, CFO, CFC, EFO – Senior Consultant – Fire/EMS. Originally educated to be a banker, Eric graduated from California State University, Long Beach with a degree in Business Administration, Finance. A fateful summer fighting forest fires radically changed his career path towards public service. He has worked for fire departments in Southern and Northern California. After six successful years as the Fire Chief for the City of Palo Alto and Stanford University, he joined the City of Santa Barbara as their Fire Chief in January 2019. He recently completed a productive two-year assignment and retired after a 33-year career as a professional firefighter.

Eric currently serves as the Executive Director for the Silicon Valley Regional Interoperability Authority (SVRIA). As the Executive Director, Eric serves an 11-member Board of elected officials representing the 2 million plus citizens of the fifth largest county in California. The SVRIA provides 24/7/365 seamless emergency radio services and data transfer between the County and its 15 cities and special districts.

As a fire chief, Eric provided strategic leadership to professional firefighters, emergency medical experts, support staffs, and elected officials. He was responsible for the delivery of community risk reduction and prevention, disaster preparedness and emergency management, fire, rescue, and emergency medical services in the world-class communities of Santa Barbara, Palo Alto and Stanford University. Under his leadership, the fire departments transformed their service delivery models, renegotiated fire services contracts, implemented regional solutions, and achieved international accreditation.

He is a graduate of the National Fire Academy's Executive Fire Officer Program and is professionally credentialed as a Chief Fire Officer through the Commission on Professional Credentialing. He is one of 39 fire chiefs in California Fire Service history to be designated as a Certified Fire Chief through the State of California Board of Fire Services.

Eric served on the Board of Directors and Finance Committee for the League of California Cities and is the Past-President of the League's Fire Chiefs Department. In 2016, he served as the President of the Santa Clara County Fire Chiefs Association when Super Bowl 50 was hosted in the county.

Eric has focused his professional research on fire agency community engagement and public relations programs, using social media as a community link in disasters and creating predictive analytic technology solutions to forecast risk reduction opportunities and predict calls for service. He seeks to use innovative and data-driven solutions to make life safer and to create an all-risk emergency services department ready to meet future challenges and evolving community needs.

Dave Dauer – Senior Consultant – Fire and EMS. Dave Dauer serves as a team leader, assessor, and annual compliance reviewer for the Center for Public Safety Excellence (CPSE) and Commission and Fire Accreditation International (CFAI). In that role, he has led numerous assessments of major cities, smaller communities, and Department of Defense bases. All assessments include comprehensive standards of cover and strategic plan reviews. Also, as an annual compliance reviewer for CPSE for documents submitted by accredited agencies, he provides extensive review and advice on continuous quality improvements to 60 agencies per year.
He brings over 42 years of fire/EMS experience. He retired as the Chief Financial Officer for the Toledo Fire and Rescue Department but was immediately hired back in charge of performance management, ISO and accreditation compliance. He formed and facilitates the Michigan-Ohio-Indiana-Kentucky CPSE Consortium. The purpose of the consortium is to provide education based upon standards and best practices that is expected of a modern credible organization and expand the knowledge and skills of fire and emergency services personnel. He has instructed numerous times on risk assessments, standards of cover, strategic planning process, and leadership & development.

Samuel Peña – Senior Consultant – Fire and EMS. Samuel Peña has a diverse Public Safety background spanning over 28 years, recently retiring as Fire Chief for the Houston Fire Department (HFD) in Houston, TX. He previously served as Fire Chief for the El Paso Fire Department (EPFD) in El Paso, TX. After 4 years in the U.S. Air Force, Peña joined the EPFD in 1994 where he served for 22 years, the last 3 years as Chief of that department. Peña has been promoted to various supervisory and chief officer roles throughout his career.

Chief Peña is a PEER Assessor for the Center for Public Safety Excellence (CPSE) and has participated in numerous assessments of major city fire departments and military facility fire protection agencies. He has been a Credentialled Paramedic, and an Advanced Medical Coordinator for the Texas Department of State Health Service. He holds certifications in Structural Firefighting, Aircraft Rescue

Fire Fighter, Hazardous Materials Technician, Confined Space Rescue Technician, and Fire and EMS Instructor, and has commanded Fire/Rescue resources at various incidents of significance including Hurricane Harvey (2017), Super Bowl 51 (2017), Tropical Storm Imelda (2019), Tropical Storm Beta (2020), Watson Grinding Explosion (2020), Hurricane Nicholas (2021), Winter Storm Uri (2021), Astroworld Festival Incident (2021), and World Series (2017, 2019, 2021, 2022).

Chief Peña has a Bachelor's degree in Criminal Justice from the University of Texas-El Paso, and Master's in Business Administration from the University of Texas-El Paso. He has instructed certification courses in various fire and emergency medical service disciplines. Chief Peña contributed on the *21st-Century Fire and Emergency Services* white paper for the Center for CPSE and the International City/County Managers Association (ICMA), cited in *Advanced Fire and Emergency Services Administration, 2nd Edition*, published in 2022 by Jones & Bartlett Learning, LLC. Peña is active in a variety of national associations and serves on numerous committees.

Teresa R. Johnson, PhD - Senior Consultant-Data Analyst. Dr. Johnson served as the Director of the Office of Assessment and Evaluation at the Johns Hopkins University School of Medicine (JHUSOM). In this role, she is responsible for designing and launching initiatives related to the assessment of students and the evaluation of programs in undergraduate, graduate, and continuing medical education, graduate biomedical education, and post-doctoral training. She establishes strong partnerships with faculty members and program administrators to ensure that assessment and program evaluation activities align with learner needs, program goals, accreditation standards, and evidence-based best practices.

Prior to joining Johns Hopkins, Dr. Johnson served in a similar role at the University of Central Florida's College of Medicine.

Dr. Johnson completed her M.S. and Ph.D. degrees in Educational and Sport Psychology at Florida State University (FSU) in Tallahassee, FL. During her graduate studies, she worked as a Sport Psychology Consultant for the FSU NCAA Division I women's softball and men's golf teams and taught undergraduate sections of Sport Psychology and Classroom Applications of Educational Psychology.

Brian McGrath – Senior Consultant – GIS and Mapping Analyst. Brian McGrath serves as President of CAD North Inc. His responsibilities include Administration, Marketing, Software Development and Business Analysis/Requirements Documentation. He brings over 18 years' experience in Information Systems management and development in the public safety industry including 10+ years Business and Systems Analysis in public safety software development. He has exceptional ability at requirements capture, analysis and documentation and is fully conversant with all aspects of the software product development and implementation lifecycle. He is an experienced software developer of public safety dispatch applications including software development using TriTech's RAPTOR API. He possesses excellent communications and interpersonal skills, is comfortable at all organizational levels and has a solid base of operational experience in public safety communications.

Utilization of Sub-Consultants

FITCH does not utilize any sub-consultants. All of our consultants work exclusively for the firm.

Skills and Knowledge

Fire Department Deployment Principles and Practices

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Fire Department Staffing Practices

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, ranging from volunteer, combination, and all career departments.

Fire Department Firefighter and Civilian Labor Relations

All of the primary consultants that would be utilized on this project have served in chief officer positions with direct responsibility for maintaining effective relationships between management and labor, participate in collective bargaining and negotiations, and oversee all matters of discipline and daily operations within the boundaries of the collective bargaining agreements. This is held true for both sworn and civilian personnel.

Fire Department Performance Measurement

Fitch & Associates is a thought leader in fire department performance measurement. Specifically, two members of the staff have served as peer team leaders and peer assessors for over 10 years with the Commission on Fire Accreditation International and have co-authored the latest versions of the Self-Assessment Manual (9^{th}) and the Standards of Coverage document. (6^{th} edition).

Members of our staff have taught at international conferences on performance measurement as well as recently won an award for Innovation from the Center for Public Safety Excellence (CPSE) for the department's commitment to outcome measures.

Finally, Fitch & Associates has proprietary analyses that can assist in discerning the return on investment of every resource and station location to the desired service levels.

Fire Prevention, Urban-Wildland interface, and Community Risk Reduction

Again, each of our members has had direct relationships to overseeing or participating in fire prevention and community risk reduction efforts. Our California members have direct experience with

wildland urban interface, the prevention and abatement of wildland urban interface issues, and deployment and operations to large incidents.

Fire Department Dispatch and Communications

Fitch & Associates assesses communication centers in an effort to maximize efficiency and effectiveness and to meet or exceed performance thresholds. All variables of staffing, technology, and process issues are evaluated.

In addition, Fitch & Associates provides management services for 911 communication centers.

Advanced Life Support Ambulance Deployment and Delivery Models

Dr. Steven Knight has extensive experience and expertise in system design and operations for Advanced Life Support ambulance deployment and delivery models. Dr. Knight has led projects that have evaluated various configurations for fire-based and private ambulance service systems complete with performance, workload, billing performance, and overall fiscal valuations.

Fire Services Management Practices

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Fire Department Fleet Management

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Fire Services Technology

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Safety and Training

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Specifically, one of the team members spent years in the Safety and Training Division of a large metro-sized agency as both an officer and then Division Chief.

Land Use Planning

Our team has a healthy blend of both fire department operational and management expertise as well as city and county management. Fitch & Associates utilizes structured interviews as well as direct materials such as the comprehensive land use plans, annexation plans, and other known or anticipated development to project future demands for service.

Strategic, Master and Business Planning

At least two members of our team were accreditation managers for their respective departments as well as chief officers that were responsible for the development and/or management of strategic, business, and master planning efforts.

Additionally, Fitch & Associates has provided planning services for emergency service agencies for over 3 decades.

Knowledge of Industry Best Practices

The project team has extensive experience and understanding with the National Fire Protection Association (NFPA), the Insurance Services Organization (ISO), the Commission on Fire Accreditation International (CFAI) and the Center for Public Safety Excellence (CPSE), the International Association of Fire Fighters (IAFF) and the International Association of Fire Chiefs (IAFC). In addition, the California members of the team have extensive and personal experience with Cal-OSHA and other dynamic elements within the State of California.

Finally, *Fitch* has a robust data base of comparative agencies after 35-years of experience to provide contextual discussion around desired performance, best practices, and community expectations.

EXPERIENCE WITH PUBLIC STAKEHOLDER INPUT

Commensurate with best practices and the accreditation process, community stakeholder input is tenant to a transparent and accountable process to ensure that community expectations, acceptable levels of risk, and desired performance are all well-aligned within the unique community environment.

Therefore, all projects with an agency intent on seeking or maintaining fire accreditation contain some elements of community engagement. Similarly, all projects that involve strategic planning include external community stakeholder input through an integrated process. However, the exact format is typically client driven based on the level of community engagement experienced in the past and in general alignment with other community engagement activities.

For example, in some communities a town-hall style meeting is held where participants receive a high-level overview of the department and provided services and then provided an opportunity to provide both structured feedback that prioritizes services as well as open-ended questions to provide broad observations and desires. In other communities, a citizen survey has been created in conjunction with the client that can be hosted on the City's website and allow input from the community. Most communities elect to have a more targeted public engagement such as a citizen academy and/or a town-hall style process. Public engagement has continued to thrive virtually within the Covid-19 pandemic as well.

Recent public engagement projects would include the following:

- Santa Clara County Fire, CA
- El Dorado Hills, CA
- City of Rocklin, CA
- City of Cape Coral, FL
- City of North Port, FL – Online Survey and Town-Hall
- City of Ft. Myers, FL
- Mountain View Fire District, CO
- City of Brooklyn Park, MN – Online Survey

Finally, since the degree of public participation and the quality of feedback vary considerably across communities, all activities and questionnaires will be developed in collaboration with the Client.

REFERENCES AND DEMONSTRATED EXPERIENCE

In addition to the intuitive strengths derived from leadership in the emergency services field and more than three decades of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

FITCH is uniquely qualified to conduct this review. *FITCH* specializes in public safety consulting and has direct experience with assignments similar to yours. Below are several projects that demonstrate our experience developing community risk assessments and standards of coverage documents for public fire agencies.

Polk County, FL

Polk County contracted with the firm to assist the agency with an evaluation of fire rescue operations, station locations, and deployment strategies through the development of a Standards of Cover document for the department. *FITCH* completed comprehensive data and GIS analyses that the Department. *FITCH* assisted with recommendations for optimized station locations as well as reviewed multiple sites identified by the County. Ultimately, the County has moved forward with planning for approximately 15 additional fire stations and nearly 30 additional ambulances.

Subsequently, the County has hired *FITCH* again to complete an Alternative Staffing and Scheduling Study.

The contact for this project is Fire Chief Anthony Stravino. He can be reached at 954-757-8976 or tony_stravino@icloud.com.

The project demonstrates the firm's experience with Standard of Response Coverage Development, comprehensive quantitative data analyses, station location studies, and GIS analyses that balance local policy with NFPA, CFAI, and ISO guiding documents within the local fiscal and political environment. This study also contemplated optimized staffing strategies within the current staffing matrix.

Charlotte County, FL

Charlotte County contracted with the firm to assist the agency with an evaluation of fire rescue operations, station locations, and deployment strategies through the development of a Standards of Cover and 5-Year Strategic Planning document for the department. *FITCH* completed comprehensive data and GIS analyses that the Department. *FITCH* assisted with recommendations for optimized station locations as well as reviewed multiple sites identified by the County.

The contact for this project is Deputy Fire Chief Bryan Carr. He can be reached at 941-626-1147 or Bryan.Carr@charlottecountyfl.gov.

The project demonstrates the firm's experience with Standard of Response Coverage Development, comprehensive quantitative data analyses, station location studies, and GIS analyses that balance local policy with NFPA, CFAI, and ISO guiding documents within the local fiscal and political environment. This study also contemplated optimized staffing strategies within the current staffing matrix.

City of Tampa, FL

FITCH was contracted only to complete a comprehensive review of all Fire and EMS operations including station locations, resource allocation, and staffing. Recommendations were provided to city administration, fire administration, and city council that clarified station location, unit type and

quantity, and the associated staffing needs to meet the intended response times as identified within the department's Standards of Cover.

The contact for the Fire Chief Barbara Tripp. She can be reached at barbara.tripp@tampagov.net or 813-340-9263.

The project demonstrates the firm's experience with similar studies in other government fire agencies.

City of Fort Worth, TX

FITCH was retained by the City to conduct a detailed operational review of the EMS system and to develop and evaluate alternative EMS system designs that include status quo, public utility models, 3rd Service, private, and fire department based delivery models. Previously, a companion study evaluated the fire department's operations, resource allocation, station locations, and staffing. The project was completed in the summer of 2024.

The city reengaged Fitch to provide transition management services through July 1, 2025 as the city assumes the previous MedStar EMS services.

The contact for these projects is Fire Chief James Davis at jim.davis@fortworthtexas.gov or 614-774-3504.

The project demonstrates the firm's experience with similar projects in government and contractual agencies.

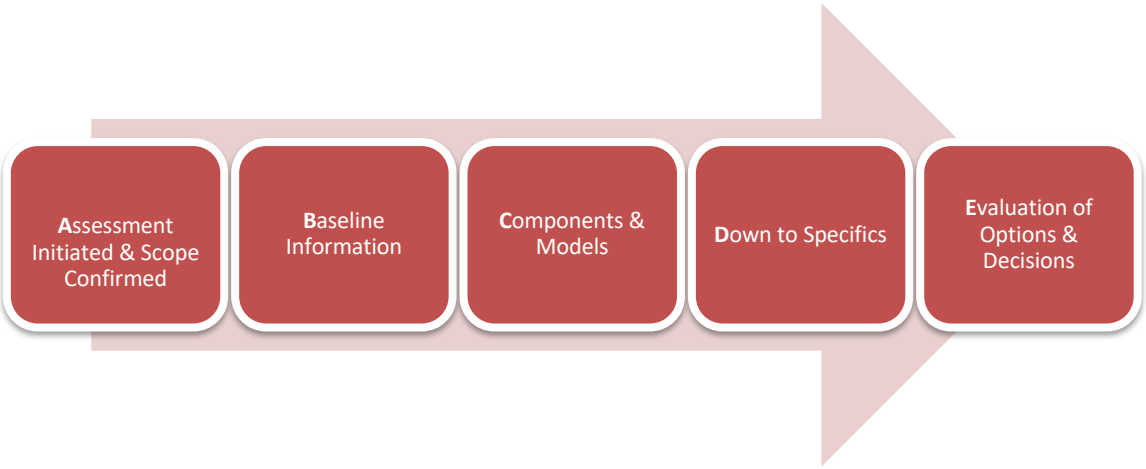
Additional client references, case studies, and testimonials are available on the firm's website at www.fitchassoc.com.

PROJECT MANAGEMENT AND SCOPE OF SERVICES

Project Understanding and Approach

We have organized the engagement to allow the Department optimal flexibility to determine its best value as the project develops. The following figure graphically illustrates the project approach.

Figure 3: Description of Project Approach



It is our understanding of the project, that the consultant would partner with the fire department to develop a *Standards of Cover Document*. This would include evaluations of first unit arrival performance (response times), effective response force performance, station level reliability, station level call concurrency (simultaneous events), and workload. In addition, this analysis would include temporal analysis of requests for services by month, week, and time of day to identify any gaps in performance or challenges to provide commensurate services regardless of the timeframe.

A community risk assessment will be completed that evaluates risk from two perspectives. First, is the historical risk based on community driven requests for service. This will be informed from the quantitative data analysis described above. Each call type will be evaluated individually (fire, EMS, hazmat, technical rescue). The second lens is prospective risk. Prospective risk is identified as the potential of risk. Typically, this is completed through the development of risk matrices to evaluate occupancy level risks (typically commercial structures and high density residential). Finally, these two risk evaluations will be blended to create a community wide risk rating structure for each station area to best align resource allocation to risk.

The development of the *Standards of Cover* will be the culmination of all-hazard risk profiles that include historical and prospective risk in combination with environmental, topographical, geographical, natural, transportation, aviation, hazardous materials, and health risks that will inform the ultimate recommendations on the appropriate allocation of resources to ensure the deployment plans meet expectations for service.

The development of expectations for service is an important part of this project that will be informed from the quantitative analyses, risk analyses, and GIS simulation and modeling. Alternatives with varying performance windows will be communicated to the Department to help make an informed decision on the desired performance. All alternatives will be compared and contrasted with the national recommendations from NFPA, ISO, Commission on Fire Accreditation International (CFAI) and current evidenced based research. This will include any mandated requirements from the state, region, or local governing bodies.

A review of budget and capital outlays will be seamlessly integrated with the development of potential alternatives for expected service levels and/or changes to the status quo deployment. In this manner, both current and future projections will be evaluated to ensure fiscal sustainability.

Following the CFAI requirements, community engagement would be necessary to ensure that there is congruence between the Department's desire to provide exemplary service and the community's expectations of services. This will be completed in conjunction with the community input during the strategic planning process. However, any community engagement activities or decisions will be at the Client's discretion.

All elements identified in the RFP's Scope of Work section will be completed while following the rigor of the CFAI model for the development of a Standards of Cover/Community Risk Assessment and Strategic Planning.

Project Management and Interaction with Department

Our project management is a disciplined and structured process. Key activities are clearly outlined and logically organized to produce specific deliverables within the defined period of time. We will review our progress against the work plan on a regular basis to ensure that we are progressing according to plan. Any deviations will be flagged immediately, and appropriate action taken, through discussion with you, to address issues.

As designed, this project will be transparent and highly collaborative. It is essential to the *FITCH* team that the key stakeholders have sufficient opportunity for input and guidance throughout the project. This proposal is assuming a kick-off meeting with the Department leadership. As proposed, the *FITCH* team will conduct a minimum of three onsite visits including a formal presentation of the findings and at least one public input meeting (if desired). At a minimum, the *FITCH* team will meet with elected officials, fire department administration, and identified key stakeholders.

We make every effort to respond to communications within the same day, but if unable to do so, we will return communications with 24 hours.

Service Availability

FITCH does not allow our consultants to work more than three projects at a time. In addition, if the projects are large or complex, we may limit the consultants' commitments accordingly. As a client centric and high-engagement consulting firm, we ensure that the resources and personnel dedicated to the project have ample time and availability to accomplish all goals and tasks as designed.

Additionally, as a client centric firm, we routinely work outside of "traditional" working hours to accommodate differences in time zones, public engagement and publicly noticed meetings, as well as travel. In other words, we will accommodate the schedules that best meet our clients' needs.

Project Objectivity and Neutrality

The *FITCH* team has broad-based expertise that naturally blends the competing demands for efficiency and system design in an objective and neutral manner. By design, the firm utilizes a data and research-based foundation, coupled with inner rater reliability procedures, that controls for the naturally occurring biases. Our firm has extensive experience in high-performance system design and efficiency in the use of human and physical resources and continues to serve as a strategic partner with ICMA. Finally, *FITCH* brings nearly 150 years of direct fire/ems service system leadership and management experience to this project that serves to balance the "do more with less" movement with realistic and highly implementable solutions for long-term sustainability while maintaining high quality services.

Areas of Concern and Variable Stakeholder Interests

As a high-engagement and transparent consultancy, there are times that the various stakeholder groups may have competing interests. *FITCH* has extensive experience navigating the political and stakeholder environments to find implementable solutions. We spend considerable effort attempting to ensure and/or create commonality of purpose within these consultancies. Finally, as discussed previously, the advantage of utilizing an objective data-driven process serves to establish a common understanding and discussion around the "facts" first and education and transparent discussions may serve to limit the variability of interests.

There is not a specific area of concern, but rather a typical observation for project planning and timelines. As a data-driven process, the timeline doesn't materially begin until the *FITCH* team receives usable data that was requested at contract execution. In other words, any delays that may arise are typically due to the delay in receiving the necessary raw data to begin.

Scope of Work

Project Initiation, Kickoff, and Acquisition and Review of Background Information

The first step in the process is to conduct a kick-off meeting to finalize the work plan and timeline and is paramount to a successful study and the ability of *FITCH* to maximize the effectiveness of its work

teams. At the kick-off meeting an overview to the approach of the project will be provided to stakeholders. Any final logistical issues will be resolved during this phase. It is in this phase that key representatives will review and prioritize items outlined in the RFP and provide an opportunity to refine any specific objectives related to each service area or objective.

During the project initiation and/or first on-site visit, personal interviews will be scheduled with the following key stakeholders:

- Elected Officials
- Fire Chief
- Department Leadership Team
- Key Stakeholders
- Labor Executive Board (If appropriate)

Concurrently, *FITCH* will submit an Information Data Request (IDR) that the Department will typically complete within 14 to 30 days of project initiation.

Element 1 – General Summary of the Community Served

Within a risk-based schema, the first step in an analysis is to understand the individual or specific aspects to the Department. Therefore, a description of the community served by Department will be completed. Elements included in the community description may include:

- Legal Basis
- Governance and Lines of Authority
- Brief History of the Agency
- Organizational Design
- Financial Basis, including Operating Budget, Funding, Fees, and Taxation
- Geography
- Topography
- Climate
- Population
- Demographic Features
- Disaster Potential

Element 2 – Analysis and Summary of the Services Provided by the WFD

The next step is to review the services that are provided within the existing deployment model and the associated baseline performance for the Department and mutual/automatic aid agencies. All of the currently provided service delivery programs will be evaluated in an effort to establish the current deployment strategy and to identify the current baseline performance. The deployment related service delivery programs to be evaluated include:

- Fire Suppression
- Rescue

- Emergency Medical Services
- Hazardous Materials
- Specialized Services such as Technical Rescue, Swift-Water Rescue, Marine Rescue & Firefighting, Dive Rescue, and Wildland Firefighting (as appropriate)

In addition, the current deployment strategy(s) will be identified and described with regards to the number of fire and EMS stations, response territories or demand zones, and apparatus quantity and type. Similarly, the current staffing strategies will be identified and described including the organizational structures, administrative and support staffs, emergency response staffing, and a brief summary of the Department's response history.

Citizen Needs and Stakeholder Input (Client's Discretion)

A review of the community's expectations for service will be completed. This review will include several strategies designed to elicit both internal and external stakeholder input. The process *FITCH* will utilize to elicit internal stakeholder input regarding service expectations will include a series of on-site structured interviews with key stakeholders. Preliminarily, the stakeholders that have been identified include:

- Elected Officials
- Fire Chief
- Leadership Team
- Random Sample of Line Personnel
- Labor's Executive Board (if appropriate)

Previously captured data elements such as population density will be synthesized with the forthcoming risk assessment to lend insight for the development of performance goals and objectives. In addition, a review of existing internal guiding documents will be completed. For example, the *FITCH* team will review mission, value, and purpose statements and any existing or desired performance goals and objectives.

Often, a "review of community expectations" only includes inferences from internal staff. At the client's discretion, the process typically suggested by *FITCH* is to conduct a town-hall style meeting of key external stakeholders. *FITCH* will facilitate a process that allows participants to prioritize the available services and provide essential feedback through the consumer's lens. *FITCH* will review and seamlessly incorporate the external stakeholder feedback. This is very valuable to the process and may serve to balance the gap that often exists between the Departments' desire to provide exemplary services and the community's expectations of said services.

Element 3 – Examine the Effectiveness of Inter-Jurisdictional Response

Analyses at the station level will determine the appropriateness of the fire and EMS station locations in relation to the risk identified and the geographic limitations for travel time. Factors related to the distribution (station locations) such as geographic size, travel impedance, workload, and risk would

be evaluated. Similarly, the station level analyses will also include elements of concentration such as the numbers of apparatus or personnel required at each level of distribution necessary to reliably respond to the demands for service. Elements evaluated for concentration may include the number of risks located in each demand zone or station territory and the capabilities to assemble an effective response force by program area. Station level performance and capabilities will be illustrated utilizing GIS and quantitative analyses presented in tabular form. Examples of similar analyses are presented for your review and convenience.

Marginal Utility of Optimized Resource Allocation

We utilize a proprietary marginal utility model to engage communities in their understanding of the balance between response time performance, the community's willingness to assume risk, and the costs associated with comparative service levels. In this transparent dialogue, community policy can be clearly derived that meets the best balance between community expectations for service, costs, and outcomes.

Therefore, in each community at any given response time objective (Minutes), an optimal number of fixed facility fire and EMS station locations are identified. Many communities have sited their fire station locations for a wide variety of reasons with the least of them being a specific performance objective. The concept that "faster is always better" passes the commonsense test, but in most communities, there is a marginal benefit or marginal return on fixed cost investments that may not be providing the desired return on investment. These analyses and continued dialogue with the community provide for a transparent and accountable method to best meet community expectations for service.

In the following example, this community has two fire stations and was meeting their desired performance (minutes). However, the first fire station captures 97.46% of all of the calls in the community from the current location within the desired performance level. In this case it was eight (8) minutes travel time. The second station only added 0.3% improvement in coverage. A quantitative analysis, such as typically presented in an annual report, would report the aggregate performance at 8 minutes 90% of the time, but fall short of illustrating the diminishing return on investment of the second fire station's contribution at a constant fixed cost for each fire station.

Figure 4: Marginal Utility and Optimization of Fire and EMS Station Locations

Station Rank in Contribution to System	Existing Station Number	Station Capture	Total Capture (Cumulative)	Percent Capture (Cumulative)	Contribution to the System
1	Station 2	4,562	4,562	97.46%	97.46%
2	Station 1	14	4,576	97.76%	0.3%

This approach will be utilized to assist in the evaluation of automatic/mutual aid capabilities from surrounding agencies as desired. In other words, this evaluation will assist in uncovering potential efficiencies and/or gaps in coverage between the cooperative agencies.

Our approach to optimizing the fire station locations and utilization is determined by the desired service level and capabilities from each of the facilities. Since an optimal number of facilities exist, some communities may be able to consolidate stations or redistribute resources to areas of need, some may currently have the optimal number of facilities, and some may need additional facilities to meet the desired service levels. However, this analysis is the only method to identify the diminishing return or marginal utility of resource allocation as quantitative analyses alone will not identify "overlapping" predetermined response areas.

Element 4 - Analysis and Summary of Community Risk

Risk Analysis for Each Station by Incident Type and/or Severity

FITCH utilizes two perspectives to evaluate community risks. One is the retrospective or historical community demand. As a continuation of the distribution and location of calls sorted by call type (severity) from the previous section, we will complete the review of historical demand and sort by station response area by each call type/severity.

In addition, we can utilize a prospective view to evaluate community risks. Utilizing available data from WSRB or internal RMS data, we will create a risk matrix that will categorize risks as low, moderate, high, or special risks. This information will be utilized at the occupancy level for the commercial properties within the jurisdiction. ***The Department will participate in the development of the risk matrices utilized; the following are only examples.*** An example of an occupancy level risk matrix is provided below.

Figure 5: Example of Occupancy Level Risk Severity Matrix

Risk Class	Fire Flow		Number of Stories		Square Footage		Basement Present (Yes/No)	Full Credit Sprinkler System (Yes/No)	Construction Class		Building Combustion Class		Total Risk Score
	Value	Scale	Value	Scale	Value	Scale			Value	Scale	Value	Scale	Scale
High	3	≥ 1500 gpm	5	≥ 4	5	>=100k GPM	5/0	-10/0	5	Combustible or Frame	5	Quick Free and Rapid Burning	≥ 18
Moderate	2	> 499 and < 1500 gpm	3	> 1 and < 4	3	> 10k gpm < 100k GPM	5/0	-10/0	3	Joisted Masonry	3	Combustible	>8 and <18
Low	1	≤ 499 gpm	1	1	1	< 10k GPM	5/0	-10/0	1	Non-Combustible, Masonry Non-Combustible, Fire Resistive	1	Slow Non/Limited Combustible	≤ 8

The combination of the prospective risk as defined (in this example) will generate risks that are mapped by station demand zone and quantitatively analyzed within the context of a station level risk matrix. An example of a station level risk matrix that incorporates both the historical demand (risk) and the prospective (potential) risk is utilized to determine the appropriate balance between the distribution and concentration of needed resources and is provided below.

Figure 6: Example of Station Fire Response Area Risk Concentration Matrix

Risk Class	Community Demand (CD)		Call Concurrency (CC)		High/Moderate Risk Occupancies (RO)		Total Risk Score
	Value	Scale (Calls)	Value	Scale (%)	Value	Scale (Occupancies)	$\sqrt{\frac{(CD)^2+(CC)^2+(RO)^2)}{2}}$
High	7 to 9	≥ 2,700	7 to 9	≥ 15	7 to 9	≥ 330	≥ 7
Moderate	4 to 6	≥ 1,350 and < 2,700	4 to 6	≥ 7.5 and < 15	4 to 6	≥ 165 and < 330	≥ 4 and < 7
Low	1 to 3	< 1,350	1 to 3	< 7.5	1 to 3	< 165	< 4

While occupancy level data is primarily used for fire protection, ultimately, all of the types of risk (fire, EMS, Hazmat, Rescue) will be categorized utilizing a probability/consequence matrix to best determine the appropriate number of resources and staffing to respond to or mitigate risks. This is utilized to ensure that there is appropriate balance between preparedness or readiness, for the delivery system and the actual historical demand. An example of the two-dimensional probability/consequence matrix is provided below.

However, a more appropriate three-dimensional model will also be utilized to also account for the Department's capabilities as the best balance is posited in a balance between potential risk, historical risk probability, and department capabilities. An example of a station level risk profile is provided.

Finally, an evaluation of land use plans, annexation plans, and anticipated changes in community demographics, socioeconomic status, or population will be considered in determining the most appropriate allocation of resources to best meet the unique community profile.

Figure 7: Example of Probability/Consequence Matrix

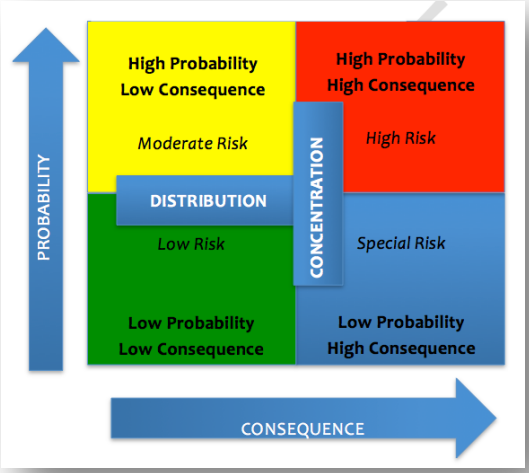
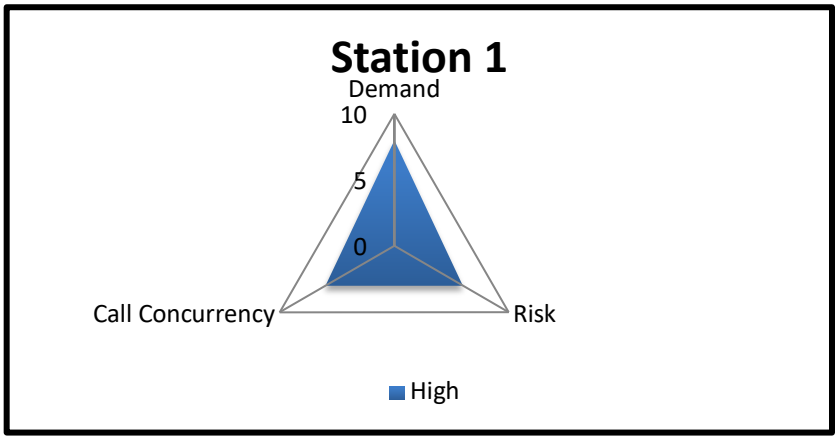


Figure 8: Station 1 Risk Profile



Element 5 - Review of 5-Years of Historical Fire Service System Performance

The analysis for this part of the scope of work is a continuation of previous quantitative work for the station locations and response areas as well as the GIS analysis of the location of historical incidents. Therefore, in addition to the previously presented tabular data, all incidents will be geocoded in GIS to generate heat maps. Each major call type will receive a specific analysis (fire, ems, hazmat, technical rescue, etc.).

In summary, the following elements will be evaluated while completing the review of 5-years of historical system performance for the Department and all mutual/automatic aid responses given or received:

- Number of calls
- Call frequency
  - Time of day
  - Day of week
  - Month of year
- Call type and Location **(Historical Study)**
  - Fire
  - Ems
  - Hazmat
  - Tech Rescue
- Elements of Time
  - Dispatch time
  - Turnout time
  - Travel time
  - Total response time
- Performance
  - Unit performance
  - Station performance
  - System performance
- Effectiveness / Outcome Measures
  - Call Type
  - Program Area
  - Reliability / Concurrent Calls **(Reliability and Capacity Study)**
  - Workload
  - Call duration
  - Unit Utilization
  - Workload Distribution at Unit and Station levels
- Deployment Modeling
  - Effective Response Force (ERF) performance and capabilities
  - Distribution of Resources **(Distribution Study)**
  - Concentration of Resources **(Concentration Study)**
  - Automatic and Mutual Aid Capabilities **(Capacity Study)**
  - Historical and Live Traffic Performance Summary **(Live Traffic Performance)**

Element 6 – Performance Objectives and Measures

Establishing Service Levels to Be Offered

A key component to exploring options or alternatives is to establish the desired service levels for both initial arrival (Distribution) and the effective response force (Concentration) for each risk type. This part of the process will incorporate several elements from both internal and external stakeholder feedback to establish expectations for service as well as a brief review of the available evidenced-based research related to response times.

Several alternatives will be provided and articulated in such a manner that policy can be transparently adopted with the specific costs associated with the associated desired performance. For example, the financial impact will be provided comparing incremental adjustments to performance for both quicker responses as well as a more measured response. The impact to costs is significant and grows exponentially with the size of the system.

In addition, this type of analysis will be provided at the apparatus level. We will demonstrate the total cost for each apparatus and the corresponding marginal utility or contribution each apparatus provides to the success of the overall system.

Compare and Contrast with National Recommendations and Best Practices

Current and/or desired service levels will be compared with recommendations from the National Fire Protection Association (NFPA), the Commission on Fire Accreditation International (CFAI), and the Insurance Services Organization (ISO), Washington State Rating Bureau (WSRB).

Element 7 – Overview of Compliance Methodology

FITCH will work with the Department's management team to develop methodologies that will allow the Department to continually measure future performance. This may include enhanced technologies, the assignment of oversight, schedules, planning, review requirements, and Department adopted metrics. This will be a seamless construct from the previous work in this project and adopted service levels.

Element 8 – Evaluation, Conclusions, and Recommendations to Policy Makers

This objective data-driven and risk-based process will naturally provide for an overall evaluation of the Fire Department's staffing, deployment, risk to resource allocation, station locations, and performance. As a highly transparent process, implementable solutions and recommendations, or validation of current practices, will be provided when and where appropriate.

Key Decision Points

Utilizing our approach, the Department will have an opportunity to guide policy decisions at specific milestones throughout the project. For example, the fire system experts will assist in developing the risk matrices that will be utilized to prioritize risk within the City, assist in developing the critical tasks assignments that will guide mitigation strategies for each risk category, and review and provide feedback on the Draft Data and GIS reports as well as the draft final SOC before it is widely distributed.

Similarly, City staff and key stakeholders will provide guidance into the desired system performance objectives. This is an important element to a successful system design and was covered in more detail previously under the title of "Establishing Service Levels to be Offered".

Development of Alternatives and Potential Conflicts

Alternatives for deployment, organization, and fiscal strategies may be developed. These alternatives will be fully developed, with associated costs, and an assessment of the cost and benefits of the alternatives. The process for articulating potential alternatives will allow policy to be adopted in a comprehensive and transparent manner that will foster a high degree of accountability and long-term sustainability within the context of the unique and specific environment.

In addition, potential exists that alternative conclusions may be derived from previous consulting work for station locations, standards of cover, etc. In all cases, areas where the *FITCH* team cannot validate previous findings or the conclusions are not aligned, differences will be brought forward confidentially and discussed with the Client on how best to proceed prior to any opportunity for public consumption.

Development and Review of Draft Project Report

As designed, the project will have incremental milestones where the Department will have an opportunity to validate and provide feedback on results. For example, after the draft data report, and the geospatial and temporal analyses the Department will be informally presented the material. Therefore, approximately 80% of the final draft report will have been reviewed and validated by the staff prior to completion.

The project is designed to be facilitative and highly collaborative between the *FITCH* team and the Department's staffs. The draft report will be provided for further validation, feedback, and discussion prior to finalizing the draft report.

The final draft report will include the following elements, with detailed information and supporting materials as well as clearly designated recommendations that are highlighted for easy reference:

- Executive Summary Style Standards of Cover
- Community Risk Assessment Report
- Quantitative Data Report – Technical Supporting Document
- GIS Analyses Report – Technical Supporting Document

Delivery of Final Written Standards of Cover Assessment Report

Once the feedback from the draft review has been incorporated into the revised final report, a formal presentation of the report will be provided to the Board, staff, elected officials, and/or the general public as desired. It is understood that 10-bound copies are to be provided. As a highly transparent process, there will be ample time to ask questions and all materials, presentations, and supporting documents will be provided.

Value-Added Administrative Structures and Capacity Review – No Additional Costs

A review of the administrative structures, reporting relationships, workflow, and capacity will be completed for the Fire Prevention/Community Risk Reduction, Training, and EMS divisions. Structured interviews and on-site direct observations will be utilized to quantify the work demands and processes as well as the more qualitative aspect of organizational perspectives and cultures that may enhance or threaten efficiencies. Finally, a comparison of the Stanislaus Consolidated Fire Department's organizational structures and staffing will be conducted with comparator departments, national best practices, and *FITCH's* nearly 40 years of consulting experience.

PROPOSED STANDARDS OF COVER PROJECT SCHEDULE

The process identified in the previous sections will yield the desired results for this project. The proposed scope of work demonstrates that the consultant understands the desired outcomes and has proposed objectives and tasks to achieve that outcome.

Figure 9: Standards of Cover Proposed Timeline

	Month 1	Month 2	Month 3	Month 4	Month 5
Kick-Off Meeting, Refine Work Plan and Scope, and Meet with Stakeholders					
Overview of Community Served					
Overview of the Departments, Organizational Structure, and Currently Provided Services					
Citizen Needs and Stakeholder Input					
Optimizing Fire and EMS Station Location(s) and Utilization					
Analysis of Assigned Response Areas					
Analysis of 5-Year Historical Data by Station Response Area and Call Type/Severity					
Conduct Risk Analysis by Incident Type and/or Severity					
Analyze Need for New Stations or Identify Opportunities for Consolidation of Stations					
Analysis of Fire and EMS Station Staffing					
Analysis of Fire and EMS Apparatus, Equipment, and Resource Configurations – Current and Future Needs					
Analysis of Fire and EMS Dispatching Services					
Maximizing Efficiencies, Reducing Duplication of Services, and Identifying Opportunities for Improvement					
Development of Draft Report and Potential Implementation Schedules					
Final Presentation to Department					
Proposed Onsite Visits	#1	Virtual		#2	

The proposed timelines are predicated, or begin, once we receive usable supporting data as requested.

PROPOSED PRICING AND BILLING RATES

As proposed, this project will be a fixed cost, not to exceed, price of $69,700 including all travel and expenses. This proposal encompasses the development and completion of a *Community Risk Assessment and Standards of Response Coverage Document* and includes two on-site visits that will include structured interviews, organizational review, and internal/external stakeholder workshop(s), and an onsite final presentation (if desired). This fixed-cost pricing is inclusive of the Community Risk Assessment and Standards of Cover as proposed in this response.

Figure 10: Proposed Fees and Expenses

Project Activity	Costs
Original Project Pricing (Modesto)	**$74,700**
Reduction for Previous Client Relationship	**-$5,000**
Total Fixed Price-Not to Exceed Cost	**$69,700**
If Stanislaus and Ceres are Completed Concurrently	**$64,700**

As a fixed cost price agreement, *FITCH* holds the liability of completing the proposed scope of work and insulates the Department from additional costs for within scope items.

There are no ongoing or recurring costs, software costs, or software maintenance costs. However, at the client's sole discretion additional onsite work will be billed at $5,000 per consultant per trip. Other than the two onsite trips included, no other onsite work will be completed without the client's direct request.

At the Client's sole discretion, additional services, or implementation services can be accomplished at either $275/hour for individual hourly requests or mutually agree to amend the contract for another fixed cost amount.

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2025 Summary by Station

Month	Fire 100	Reture/ Explosion 200	EMS/ Rescue 300	Hazardous Condition 400	Service Call 500	Good Intent 600	False Call 700	Severe Weather 800	Other 900	Shift Totals
Jan-25	24	0	303	2	33	64	14	0	1	441
Feb-25										0
Mar-25										0
Apr-25										0
May-25										0
Jun-25										0
Jul-25										0
Aug-25										0
Sep-25										0
Oct-25										0
Nov-25										0
Dec-25										0
TOTAL	24	0	303	2	33	64	14	0	1	441

2024 Total Summary by Apparatus

Month	Fire 100	Reture/ Explosion 200	EMS/ Rescue 300	Hazardous Condition 400	Service Call 500	Good Intent 600	False Call 700	Severe Weather 800	Other 900	Shift Totals
Jan-25	28	0	335	4	40	89	16	0	1	513
Feb-25										0
Mar-25										0
Apr-25										0
May-25										0
Jun-25										0
Jul-25										0
Aug-25										0
Sep-25										0

Oct-25										0
Nov-25										0
Dec-25										0
TOTAL	28	0	335	4	40	89	16	0	1	513

2024 Admin Totals (Chief, BC, and Training)

Month	Fire 100	Reture/ Explosion 200	EMS/ Rescue 300	Hazardous Condition 400	Service Call 500	Good Intent 600	False Call 700	Severe Weather 800	Other 900	Shift Totals
Jan-25	3	0	3	0	0	6	1	0	0	13
Feb-25										0
Mar-25										0
Apr-25										0
May-25										0
Jun-25										0
Jul-25										0
Aug-25										0
Sep-25										0
Oct-25										0
Nov-25										0
Dec-25										0
TOTAL	3	0	3	0	0	6	1	0	0	13

January Monthly Station Response Summary by Station and Shift

Report Date Range: January 1 - January 31, 2025

	Fire 100	Rupture/ Explosion 200	EMS/ Rescue 300	Hazardous Condition 400	Service Call 500	Good Intent 600	False Call 700	Severe Weather 800	Other 900	Shift Totals
Station 21 (Airport)										
Shift A	1	0	37	0	3	5	2	0	0	48
Shift B	1	0	32	0	5	2	1	0	0	41
Shift C	5	0	41	0	2	4	0	0	1	53
Total	7	0	110	0	10	11	3	0	1	142
Station 22 (Empire)										
Shift A	3	0	17	0	1	1	1	0	0	23
Shift B	0	0	9	0	2	1	3	0	0	15
Shift C	0	0	13	0	3	2	0	0	0	18
Total	3	0	39	0	3	4	4	0	0	56
Station 23 (Fruityard)										
Shift A	0	0	3	0	0	0	0	0	0	3
Shift B	0	0	3	0	1	2	0	0	0	6
Shift C	0	0	3	0	2	0	1	0	0	6
Total	0	0	9	0	3	2	1	0	0	15
Station 24 (Waterford)										
Shift A	2	0	17	1	2	2	0	0	0	24
Shift B	3	0	14	0	1	3	1	0	0	22
Shift C	3	0	20	0	2	1	1	0	0	27
Total	8	0	51	1	5	6	2	0	0	73

Station 25 (La Grange)										
Shift A	0	0	2	0	0	0	0	0	0	2
Shift B	0	0	0	0	0	1	0	0	0	1
Shift C	0	0	0	0	0	0	0	0	0	0
Total	0	0	2	0	0	1	0	0	0	3

Station 26 (Riverbank)										
Shift A	2	0	31	1	6	12	2	0	0	54
Shift B	0	0	42	0	3	12	2	0	0	59
Shift C	4	0	19	0	3	16	0	0	0	42
Total	6	0	92	1	12	40	4	0	0	155

District Totals										
	24	0	303	2	33	64	14	0	1	444

January Monthly Apparatus Response Summary by Station and Shift

Report Date Range: January 1 - January 31, 2025

	Fire 100	Rupture/ Explosion 200	EMS/ Rescue 300	Hazardous Condition 400	Service Call 500	Good Intent 600	False Call 700	Severe Weather 800	Other 900	Shift Totals
Station 21 (Airport)										
Shift A	1	0	46	1	4	8	2	0	0	62
Shift B	3	0	37	0	5	10	2	0	0	57
Shift C	4	0	44	0	3	5	1	0	1	58
Total	8	0	127	1	12	23	5	0	1	177
Station 22 (Empire)										
Shift A	2	0	21	0	1	5	1	0	0	30
Shift B	0	0	13	1	3	5	2	0	0	24
Shift C	2	0	14	0	2	4	1	0	0	23
Total	4	0	48	1	6	14	4	0	0	77
Station 23 (Fruit Yard)										
Shift A	1	0	5	0	0	1	0	0	0	7
Shift B	0	0	6	0	1	3	0	0	0	10
Shift C	0	0	4	0	3	2	1	0	0	10
Total	1	0	15	0	4	6	1	0	0	27
Station 24 (Waterford)										
Shift A	2	0	18	1	2	1	0	0	0	24
Shift B	3	0	12	0	1	2	1	0	0	19
Shift C	3	0	19	0	2	1	1	0	0	26
Total	8	0	49	1	5	4	2	0	0	69

Station 26 (Riverbank)										
Shift A	2	0	31	1	7	13	2	0	0	56
Shift B	1	0	42	0	3	12	2	0	0	60
Shift C	4	0	23	0	3	17	0	0	0	47
Total	7	0	96	1	13	42	4	0	0	163

District Totals										
	28	0	335	4	40	89	16	0	1	513

January Monthly Admin Response Summary by Shift

Report Date Range: January 1 - January 31, 2025

	Fire 100	Reture/ Explosion 200	EMS/ Rescue 300	Hazardous Condition 400	Service Call 500	Good Intent 600	False Call 700	Severe Weather 800	Other 900	Shift Totals
Battalion 2										
Shift A	0	0	0	0	0	2	1	0	0	3
Shift B	2	0	2	0	0	3	0	0	0	7
Shift C	1	0	1	0	0	1	0	0	0	3
Total	3	0	3	0	0	6	1	0	0	13
Battalion 202										
Shift A	0	0	0	0	0	0	0	0	0	0
Shift B	0	0	0	0	0	0	0	0	0	0
Shift C	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0
Battalion 204										
Shift A	0	0	0	0	0	0	0	0	0	0
Shift B	0	0	0	0	0	0	0	0	0	0
Shift C	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0
Training 3										
Shift A	0	0	0	0	0	0	0	0	0	0
Shift B	0	0	0	0	0	0	0	0	0	0
Shift C	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0

Training 4										
Shift A	0	0	0	0	0	0	0	0	0	0
Shift B	0	0	0	0	0	0	0	0	0	0
Shift C	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0

Prevention 2										
Shift A	0	0	0	0	0	0	0	0	0	0
Shift B	0	0	0	0	0	0	0	0	0	0
Shift C	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0

District Total										
	3	0	3	0	0	6	1	0	0	13

Stanislaus Consolidated Fire Protection District
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STAFF REPORT

TO: President Bernardi and Members of the Board of Directors

FROM: Captain Tim Johnson, Training Officer

SUBJECT: January Training Report

DATE: February 13, 2025

Completed Training for January

•Total Hours of Training – 924 hours.

January Training

•Our three new probationary firefighters have started and are participating in the MST Joint Firefighter Academy located at station 17.
•Fit Testing was completed for MST personnel
•Quarterly EMS training took place for two shifts. Topics covered for EMTs: Administration of Epinephrine, Naloxone, Aspirin and use of CPAP devices. Topics covered for Paramedics: External jugular venous access, intraosseous insertion, and Huber needle placement.
•Crews participated in Battalion Drills with the primary focus of working in the group supervisor position.

Topic	Hours	Topic	Hours
Policy and Procedure	29	Hose Operations	45
Driver/Operator Training	105	Incident Pre-planning	62
EMS Training	144	Emergency Operations	55
Physical Fitness	48	Tech Rescue	29
BC Drills	42		

February Training

• MST Academy 2025-01
•The MST Joint Engineer Academy is taking place in February. Four members of SCFPD are attending.
• Crews are participating in water rescue and boat operations refresher training.