

Penryn Fire Protection District
Strategic Plan
2019-2024 (Revised December 2022)



Penryn Fire Protection District
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Mission Statement

The Penryn Fire Protection District was formed with the goal of providing protection of lives and property to the residents and businesses of the District. This is accomplished through professional firefighting/emergency medical staff able to respond to all types of emergencies. In addition to emergency response, the District conducts enforcement of fire safety laws and public education to enhance fire prevention.

The District strives to provide to its residents and businesses the highest possible level of protection for lives and property in a cost effective and professional manner.

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EXECUTIVE SUMMARY

The stakeholders of the Penryn Fire Protection District (the “District”) include residents, businesses, staff and the Board of Directors (the “Board”). Through a series of public meetings, the Board adopted this Strategic Plan to guide policy decisions that will ensure continued outstanding fire and emergency services.

In December 2022, the District reviewed progress against the goals contained in the Strategic Plan and issued a report to the Board on progress to date. As part of this review, the Board and District staff revised this Strategic Plan. The revised Strategic Plan includes eight goals that focus on safety and delivery, recruitment and retention of staff, and maximization of revenues.

VISION

To be an organization that effectively and reliably provides for the safety of our community:

- Striving for excellence in both emergency and non-emergency service delivery
- Operating in a responsible and cost-effective manner
- Ensuring a safe, healthy, and supportive work environment for our employees
- Developing partnerships and networks through active inter-agency and jurisdiction interfaces

DISTRICT PROFILE

Located 30 miles east of Sacramento on Interstate 80, at the base of the Sierra foothills, at approximately 1000 feet above sea level, the District covers an area of 10.5 square miles, serving 1,164 homes, 63 businesses and a permanent population of nearly 6,000 residents. The District also serves a large area of Interstate 80 and the east & west bound Union Pacific rail lines and underground petroleum pipeline. The District typically responds to more than 500 calls each year; 60% of these calls are medical in nature with the remaining 40% being primarily fire type calls. Mutual aid agreements with neighboring jurisdictions and automatic aid provided per the Western Placer County Chiefs Plan are in place to provide an increased level of protection and to ensure the most efficient service to the community.

Surrounding agencies that provide mutual aid to the Penryn Fire Protection District:	
South Placer Fire	Newcastle Fire
City of Rocklin	Placer County Fire
City of Lincoln	Placer Hills
City of Auburn	City of Roseville

The community consists mainly of established single-family homes in a rural setting. Lot sizes range from 6,000 square feet to multiple acres with livestock and mandarin farming being prevalent. Light industry is scattered throughout the District. Residents take advantage of their proximity to nearby large metropolitan shopping and cultural centers.

The District's station is located in the center of Penryn at 7206 Church St. The station is staffed 24 hours a day by a minimum of two professional personnel. In 1995 the District implemented an Intern Firefighter Program. These interns must be at least 18 years of age and are able to live outside the District. These interns ride along with the paid staff on a 24-hour predetermined schedule, adding to the personnel on our first out apparatus. Among the District's paid and intern staff are members who are specialized in particular areas. Some of these areas include: Incident Command System, Apparatus Driver Operator, Hazardous Materials, Swift Water Rescue, Advanced Rescue Systems, Fire Prevention, and Training & Safety.

The Farm Bureau founded the District on September 1, 1924. Arthur Flint served as the first Fire Chief of the volunteer group. In the early 1970's Placer County provided the first paid firefighters in the region through an agreement with the California Division of Forestry staffing the Penryn Station. In 1985 this agreement was dissolved. Concerned about losing its paid coverage, the Loomis, Newcastle & Penryn Fire Districts joined together to form the Tri District Fire through a Joint Powers Authority.

On March 1, 1991 the Tri District was dissolved when the Loomis Fire District separated from the group. At this time the Penryn Fire District established its first paid staff program. The District continues to provide services to the community through its paid and intern firefighter staff. At the inception of this Strategic Plan, Mitch Higgins was the District's Chief and had been with the District for 30 years. In addition to his Chief duties, he served as the Cal OES Operational Area Coordinator for Placer County. Chief Higgins resigned in July 2020. The District hired an Interim Fire Chief in January 2021. In June 2021, a contract was initiated with Placer Hills Fire Protection District for administrative services, Command Staff and Fire Chief Support services; this contract runs through fiscal year 23/24, at which time it will be reevaluated. The District is governed by a five-member Board of Directors elected at-large.

As an active member of the community, the District provides educational tours of the station, provides speakers when requested, gives an annual Achievement Award to local schools, and assists the Firefighter Association with activities such as the annual boot drive.

CORE COMPETENCIES

The following are the District's core competencies:

- Emergency response – basic life support/optional skills Emergency Medical Services (EMS), fire suppression, and all hazards response
- Emergency preparedness – natural and man-made disasters
- Risk management – fire prevention, hazards risk mitigation, public education, and community links
- Code enforcement and fire cause determination
- Training opportunities for staff
- Partnerships with other agencies - reputation for reliability when assisting neighboring agencies

GOALS

The stakeholders of the District believe the following goals are consistent with the mission to provide the highest level of protection for lives and property:

Goal #1 *Maintain or improve response times.* Current response times are 5-8 minutes which is above the state average of 12 minutes. The District will continue to improve response times by using technology as a tool for mapping and continuing the implementation of our driveway access and visible address program.

The average response times, by calendar year, are provided below:

Year	Average Response Times (Dispatched to Arrive on Scene)
2021-2022	6.13
2020-2021	6.46
2019-2020	6.05

Goal #2 *Expand the Basic Life Support/Optional Skills EMS delivery to Advanced Life Support delivery.* To meet this goal, the District will need to move from 2/0 staffing (2 staff on the engine and 1 officer on duty) to 3/0 staffing with the third person being a paramedic. Current budget projections indicate that this goal can only be met with increased development (growth) within the District's current boundaries. Alternatively, a merger with a neighboring fire agency may provide the budgetary means for the District to expand from a BLS to an ALS service level.

Goal #3 *Provide the safest possible environment for our firefighters.* Safety for the interns and staff is the number one priority for the District. In addition to allocating operating funds annually to purchase and maintain safety equipment, the District will actively seek safety related grants.

Goal #4 *Implement a salary and benefit structure that is within 5% of surrounding Placer County fire protection agencies.* Maintaining a competitive salary and benefit structure is key to attracting and retaining outstanding staff.

Goal #5 *Create a vehicle replacement program.* The District has recently replaced its 1993 Type I engine and is currently working on securing funding for replacement of its Type III engine. Funding for the vehicle replacement program will be addressed as part of the annual budget process.

Goal #6 *Consolidate services with neighboring fire protection agencies when economically feasible and in the best interest of our residents.* The District understands the economies of scale that can be achieved by consolidating with a neighboring fire protection agency. In discussions with neighboring fire agencies, it was determined that the District needs to

generate additional revenue to make a merger with any agency cost neutral. The District understands that growth and annual increases to the voter approved Measure A annual property tax assessment may, in time, provide revenue needed to make the District a fiscally cost-neutral addition to a larger agency. Alternatively, additional funding may be needed from Placer County to enable the merger of the District agency cost neutral.

Goal #7 *Maximize available revenue sources.* The District will work with the development community to provide plan review and approval quickly and efficiently. The District's fees will be reviewed annually to ensure full cost recovery of these services. The voter approved Measure A tax assessment will be reviewed annually and may be increased up to 4% annually to meet District goals.

Goal #8 *Improve community involvement and outreach through social media.* An ad hoc committee made up of Board members and staff will pursue additional ways to provide information to our citizens which will include an annual newsletter and the use of social media.

FINANCIAL OBJECTIVES

The stakeholders of the District believe the following financial objectives are necessary to achieve the District's goals:

- Maintain an Operating Fund reserve equal to 40% of annual revenues
- Review fees as appropriate to ensure full cost recovery (Note: At least every four years prepare a comprehensive fee evaluation study)
- Increase the Measure A tax assessment up to 4% per year as approved by the voters to ensure District goals are met
- Provide annual increases to employee compensation when feasible to reach and maintain a salary and benefit structure that is within 5% of surrounding Placer County fire protection agencies

BUDGET PROJECTIONS

The District accounts for revenues and expenses in two separate funds, the Operating Fund and the Mitigation Fund. All accounting and investment services are provided by Placer County. Expenditures are reviewed and approved at the monthly District Board meetings. An annual budget is approved by the Board. An audit of the District's finances is conducted annually by an independent certified public accounting firm.

Operating Fund – the Operating Fund accounts for revenues derived from fees and tax assessments. Expenses are for salaries and benefits, equipment maintenance and general operating costs.

Mitigation Fund – the Mitigation Fund accounts for revenues derived from impact fees on new development. Expenses are restricted to infrastructure and capital equipment.

OPERATING FUND	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budgeted	FY 2024 Projected
<u>Revenues</u>						
Property Tax	437,168	460,663	487,581	539,850	581,167	598,602
Measure C	111,456	113,896	112,599	112,209	112,209	112,770
Measure A	382,894	394,933	416,388	431,594	449,050	467,012
Interest	10,241	11,452	2,952	2,486	5,000	5,000
Donations/Grants/State match	5,929	7,976	4,839		1,884	
Inspection Fees	14,153	9,979	6,400	15,670	5,000	5,000
Strike Teams	108,903	2,603	376,712	59,053	80,000	50,000
Miscellaneous	47,628	5,440	457	996	12,000	12,000
Total Revenues	1,118,371	1,006,942	1,407,928	1,161,858	1,246,310	1,250,384
<u>Expenses</u>						
Salaries and benefits	764,061	750,430	809,700	675,786	842,595	867,873
Administrative Contract	-	-	-	147,008	156,555	165,341
Services and supplies	172,056	163,040	205,602	177,106	203,924	210,042
Other (Audit entries)	-	(13,622)	11,171	-	-	-
Total Expenses	936,117	899,848	1,026,473	999,900	1,203,074	1,243,256
Net Income/(Loss)	182,255	107,094	381,455	161,958	43,236	7,128
Beginning Fund Balance July 1	496,264	678,519	785,613	867,068	1,029,026	1,072,262
Transfer to Mitigation Fund			(300,000)			
Ending Fund Balance June 30	678,519	785,613	867,068	1,029,026	1,072,262	1,079,390

MITIGATION FUND	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budgeted	FY 2024 Projected
<u>Revenues</u>						
Development Fees and Interest	110,339	48,769	92,842	55,160	41,220	41,220
Miscellaneous	14,000	140,766	28,341	160,496	10,000	10,000
Total Revenues	124,339	189,535	121,184	215,655	51,220	51,220
<u>Expenses</u>						
Debt Service	51,220	51,220	51,220	51,220	51,220	51,220
Miscellaneous	-	27,597	15,107	22,000	-	-
Total Expenses	51,220	78,817	66,327	73,220	51,220	51,220
Net Income/(Loss)	73,119	110,718	54,857	142,435	-	-
Beginning Fund Balance July 1	77,895	151,014	261,732	616,588	759,024	759,024
Transfer from Operating Fund			300,000			
Ending Fund Balance June 30	151,014	261,732	616,588	759,024	759,024	759,024

EVALUATION OF EXISTING INTER-AGENCY AGREEMENTS

Placer County Fire - Cal Fire Service Area (SRA)

Cal Fire is responsible for responding to all vegetation fires and any other fire type that may be a threat to vegetation. Ninety-eight percent of the District service area is within the SRA.

Town of Loomis

Two percent of the District service area is within the Town of Loomis.

South Placer Fire District

The South Placer Fire District and the Penryn Fire Protection District have a Memorandum of Understanding in place for ambulance services to respond to all EMS related incidents in the District that are in the area from Taylor Road and east. Additionally, the District has automatic aids in place for rapid response to all structure and vegetation fires for additional personnel and equipment.

AMR Ambulance Service

AMR ambulance service responds to all EMS related incidents in the District from Taylor Road and west. AMR also responds to all structure fires in the District for safety standby in case there is an injury at the incident.

Newcastle Fire District

The Penryn Fire Protection District and the Newcastle Fire District have a Memorandum of Understanding in place for incidents that occur on interstate 80 between Penryn Road and Newcastle Road.

Office of Emergency Services (OES) Fire and Rescue

The District is a partner in the State Master/Mutual Aid Agreement. District services are usually activated during the summer months for vegetation fires throughout the state.

Placer Hills Fire Protection District

The Penryn Fire Protection District has a contract with the Placer Hills Fire Protection District in June for administrative services, Command Staff and Fire Chief Support services; this contract runs through fiscal year 23/24.

Placer Hills, Newcastle, and Penryn Fire Joint Operating Agreement (JOA)

The Placer Hills Fire Protection District, Newcastle Fire Protection District, Penryn Fire Protection District, and Foresthill Fire Protection District have a JOA effective 2020 to share staffing, as necessary, to meet the staffing needs of each District.