



PENRYN FIRE PROTECTION DISTRICT

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BOARD OF DIRECTORS

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An Organization Committed to Serving the Community of the Penryn Fire Protection District

December 20, 2025

Penryn Fire District Board of Directors
7206 Church Street
Penryn, CA 95663

Dear Board Members:

Below is a final evaluation of the Penryn Fire Protection District's ("District") achievements against the goals set forth in the District's Strategic Plan 2019-2024 (Revised December 2022). This evaluation is based on input from Command Staff as well as actions taken by the Board. Although this Strategic Plan was set through 2024, the development of a new Strategic Plan was put on-hold, pending adoption by the Local Agency Formation Commission (LAFCO) of the Municipal Services Review (completed Spring 2025), anticipated adoption of the Sphere of Influence (SOI) by the LAFCO (completion is still pending), and action by the LAFCO related to the Placer Hills Fire Protection Agency/Newcastle Fire Protection Agency merger request (in process – anticipated completion Spring 2026).

Since the last update in December 2022, the District has:

- Continued to maintain response times (Goal #1);
- Made great strides in bringing employee compensation and benefits into better alignment with surrounding districts (Goal #4). The District has not had any paid staff turnover in the last 3+ years; and
- Set aside funding during the past few years for capital equipment replacement (Goal #5).

The regional environment of providing fire services has undergone significant changes during the last several years. Based on this, it is likely that the District will need to merge with other fire agency(s) in the future to enable the effective and efficient delivery of fire protection services to the District. As such, my recommendation to the Board is to initiate a new Strategic Planning effort in 2026. During the development of a new Strategic Plan, community outreach will be paramount and a strategy to obtain community input should be a key component of the Strategic Plan development framework.

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.

December 2025 Update: We continue to meet this goal, as shown in the Response Time table below:

Fiscal Year	Average Response Times ¹ (Dispatched to Arrive on Scene)
2024-2025	6.18
2023-2024	6.13
2022-2023	6.27
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.

December 2025 Update: No change specific to the District, although Sierra College now offers a Paramedic program that is very cost efficient that may be an option in the future. Budgetary limitations still exist that impact the District's ability to transition to ALS; on-going staffing levels would need to increase, as well as cost for equipment.

Goal #3 *Provide the safest possible environment for our firefighters.* Safety for the residents 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.

December 2025 Update: The District continues to seek safety related grants. In addition, the following activities have occurred:

1. 2025: Leveling and graveling of area for parking on the side of Station 38.
2. 2025: Replacement of exterior windows in Stations 38's bay.
3. 2025: Replacement/upgrade of self-contained breathing apparatus for staff to enable interoperability with neighboring agencies and improve firefighter safety through equipment standardization.
4. 2022: Refinishing of the front wall exterior of Station 38 to remove safety hazards and stop water leaks.
5. 2020: Installation of vehicle exhaust removal equipment in the engine bays. Installing a vehicle exhaust removal system protects firefighter health by capturing and removing toxic and carcinogenic exhaust fumes at the source before they spread throughout the station. This reduces cancer risk, improves indoor air quality in living and work areas, and aligns the department with National Fire Protection Association and occupational safety best practices.
6. 2019: Renovations to the staff dorm to increase efficiency and comfort.

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.

December 2025 Update: The following activities have occurred:

¹ Data includes all responses within District jurisdictional boundaries and excludes code 2 (non-emergency) calls for service and mutual aid responses.

1. 07/2025: Implemented District coverage of dental and vision insurance for paid staff and their families and implemented a 2.5% wage increase as part of the new Memorandum of Understanding (MOU) agreement.
2. 12/2023: Implemented a 7% wage increase effective 12/1/2023 and a 5% wage increase effective 7/1/2024, implemented District coverage for 50% of paid staff's family medical coverage, specified process surrounding commercial sleeping arrangements for Strike Teams, increased vacation carryover from 48 hours to 96 hours per year, and included a District-paid 457 contribution amount is \$1500 per year of service for paid staff (partial years of service were prorated).
3. 07/2022: Entered into a contract with California Public Employees' Pension System (CalPERS) to provide retirement for all paid staff. The retirement formula of 2.7% at 57 is the most favorable pension formula available.
4. 07/2022: Implemented a 6.8% wage increase as part of MOU agreement amendment (to offset CalPERS member contribution costs).
5. 01/2022: Implemented a 4.5% pay increase in addition to other staff benefits as part of MOU agreement.
6. 12/2021: Implemented a 5% pay increase in addition to other staff benefits as part of MOU agreement.
7. 12/2019: Implemented a one-time payment of \$450 for each year of service for regular, full-time employees as of January 1, 2020 into the District-provided 457 plan with a one-year vesting period.

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. Once Goal #4 has been reached, operating funds will be set aside annually to replace equipment that is no longer serviceable.

December 2025 Update: The District has a Capital Improvement Plan and also has over \$679,000 of funds set-aside (committed) in the Operating Fund for Capital Equipment replacement, in addition to over \$509,000 in the Mitigation Fund. The District reviewed specifications and costs associated with procuring a new Type III Brush but has decided to hold off ordering in hopes that prices and wait times will decrease. The current Type III Brush is still serviceable.

Goal #6 *Consolidate services with adjacent 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 has been 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 the 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 a merger of the District agency cost neutral.

December 2025 Update: The District is part of a regional group of Fire Protection Districts (PFDs), which includes Penryn FPD, Placer Hills PFD, Newcastle PFD, Foresthill PFD and South Placer FPD, that meet to discuss cross-district collaboration. In addition, a decision regarding the application for merging Newcastle PFD with Placer Hills PFD should be made in spring 2026.

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.

December 2025 Update: Plan review and approval services are being provided through the Placer Hills support services contract. The Measure A tax assessment has been increased 4% each year to meet District goals. The District Fee Schedule for Residential and Commercial building fees:

1. 2025/26: Fee increased to \$2.05/sq foot of new construction effective 7/1/2026.
2. 2024/25: Fee increased to \$2.01/sq foot of new construction.
3. 2023/24: Nexus Study performed. Based on the results of the study, a single fee for all development types was implemented (\$1.84/sq foot of new construction).
4. 2017: Fees were set at different rates for specific types of development (Residential, Retail Commercial, Office Commercial, Industrial Commercial, and Agriculture/Commercial). Fees ranged from \$0.69/sq foot of new construction to \$1.33/sq foot of new construction.

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.

December 2025 Update: Progress related to this goal has been minimal. Additional documents have been placed on the District's website. The approach to improving community involvement and outreach should be a focal point of community input during the new Strategic Plan development effort.

Respectfully,

A handwritten signature in blue ink that reads "Cheryl Hotaling". The signature is fluid and cursive, with the first name "Cheryl" being more prominent than the last name "Hotaling".

Cheryl Hotaling, Chair
Penryn Fire Protection District