



# PLACER HILLS – NEWCASTLE – PENRYN FIRE PROTECTION DISTRICTS



## MEMORANDUM

Date: December 29, 2022  
To: Penryn Board of Directors  
From: Cheryl Hotaling, Board Chair  
Subject: Penryn Fire Protection District Strategic Plan 2019-2024



Dear Board,

Below is a mid-course evaluation of the Penryn Fire Protection District's ("District") achievements against the goals set forth in the Strategic Plan. The Command Staff, Board Members and Line Personnel have evaluated progress against goals, and have also provided a draft revised Strategic Plan for the Board's consideration and action.

**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 2022 Update: We continue to meet this goal, as shown in the Response Time table 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 or with the expansion of the current boundaries to include the Bickford Ranch area.

December 2022 Update: Budgetary limitations still exist which prevent the expansion to Advanced Life Support Delivery; on-going staffing levels would need to increase, as well as cost for equipment (approximately \$80,000). In addition, an expansion of the current boundaries to include Bickford Ranch will not move forward; Bickford Ranch will be serviced by CalFire (see update under Goal #6 for further details).

**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 2022 Update: The following activities have occurred:

1. 2019: Renovated the staff dorm to increase efficiency and comfort.
2. 2020: Installed exhaust equipment in the engine bays to remove safety hazard.
3. 2022: Refinished the front wall exterior of Station 38 to remove safety hazards and stop water leaks.

In addition, we continue to monitor for potential 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.

December 2022 Update: The following activities have occurred:

1. 01/2022: Implemented a 4.5% pay increase in addition to other staff benefits as part of MOU agreement.
2. 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.
3. 07/2022: Implemented a 6.8% wage increase as part of Memorandum of Understanding (MOU) agreement amendment (to offset CalPERS member contribution costs).

The current salary and benefit structure of the District, as compared to surrounding agencies, is summarized in the table below (Note: The salary comparison is presented at a basic level; it does not take into consideration longevity/educational incentives, 457 contributions and sick/holiday/vacation accruals):

Agency	Hourly Wage		CalPERS	Employer Contributes To			
				Health		Dental	
	Captain	Engineer		Self	Family	Self	Family
Penryn	\$24.90	\$22.56	2.7% @57	Y	N	N	N
Newcastle	\$21.75	\$20.25	None	Y	N	Y	N
Foresthill	\$25.46	\$23.44	None	\$1,000/month			
South Placer	\$36.04	\$31.13	2.7% @57	Y	Y	Y	Y
Placer Hills	\$25.80	\$21.89	2.0% @57	Y	Y	Y	Y

**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 2022 Update: In 2021, the District moved \$300,000 of Operating Funds reserves to the Capital Equipment replacement. The Command Staff has created a draft Capital Replacement Plan, which will be presented to the Board for their consideration.

**Goal #6**      *Re-annex the Bickford Ranch development into the District.* The District feels it is the best fire and emergency service provider for the Bickford Ranch area due to its proximity, knowledge of the area, and ability to service the area in a cost-effective manner. The additional revenue received from the Bickford Ranch properties will provide the funding needed to move from 2/0 staffing to 3/0 staffing. This will enable the District to provide ALS services to all residents in the expanded District.

December 2022 Update: It has been formally decided by Bickford Ranch and approved by Placer County that CalFire will service the Bickford Ranch area. (As stated in the contract dated 2004, the developers of Bickford Ranch paid the District \$150,000 in remuneration for the annexing of this area out of the District). Based on these actions, it is recommended that this Goal be removed from the District's Strategic Plan.

**Goal #7**      *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 an adjacent fire protection agency. In discussions with South Placer Fire, 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 will, in time, provide the revenue needed to make the District a fiscally cost-neutral addition to a larger agency.

December 2022 Update: After Chief Higgin's resignation in July 2020, the District entered into discussions with South Placer Fire related to having South Placer provide Command Staff and Administrative coverage for the District. After several months of discussion, the South Placer Fire Board voted to not enter into contract with the District. Subsequently, in June 2021, a contract was entered into with Placer Hills Fire Protection District for Administrative services, Command Staff and Fire Chief support services. (Note: Placer Hills is also currently providing similar services to Newcastle Fire.) The District's contract with Placer Hills extends through fiscal year 23/24, at which time it will be reevaluated. (Note: Placer Hills and Newcastle have submitted an application to the Placer Local Agency Formation Commission for consolidation of the two districts.)

The District is continuing discussions with the Placer County Board of Supervisors related to the need for increased funding for independent fire districts.

**Goal #8**      *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 2022 Update: Plan review and approval services are being provided through the Placer Hills Fire District contract. In order to increase established fees, the Board would need to consider a required fire evaluation study. The Measure A tax assessment has been increased 4% each year to meet District goals.

**Goal #9**      *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 2022 Update: Due to the addressing challenges associated with the changes in command staffing and administrative support in 2020-2021, coupled with the COVID-19 pandemic, progress related to this goal has been minimal.

Regards,

*Cheryl Hotaling*

Board Chair