



PENRYN FIRE PROTECTION DISTRICT

NOTICE OF A REGULAR MEETING OF THE BOARD OF DIRECTORS

Monday, January 16, 2023 Regular Meeting

Fire Station 38, 7206 Church Street, Penryn, CA 95663

This is an in-person meeting. The meeting is *also* available by teleconference.

To join the meeting dial in using your phone.

United States: [+1 \(224\) 501-3412](tel:+12245013412) Access Code: 838-439-821

Members of the public seeking to attend and to address the Board who require reasonable accommodations to access the meeting, based on disability or other reasons, should contact glofrano@placerhillsfire.org at least twenty-four (24) hours in advance of a Regular meeting to make arrangements for such reasonable accommodations. (For Special meetings, please request accommodations no less than 12 hours prior to the meeting.)

MEETING AGENDA @ 6:30 P.M.

- 1. CALL MEETING TO ORDER / ROLL CALL**
- 2. PLEDGE OF ALLEGIANCE**
- 3. APPROVAL OF AGENDA**
- 4. APPROVAL OF MINUTES:** December 19, 2022 Meeting Minutes
- 5. FINANCIAL REPORT & BILL APPROVAL**
- 6. CORRESPONDENCE**
- 7. PUBLIC COMMENT**

(The Penryn Fire Protection District Board of Directors has provided this period for members of the public to be given the opportunity to address the board on items of interest to the public, which are applicable to the district. No action may be taken on any matter, which is not already on the agenda for consideration. The reasonable time frame for public comment will be limited to three (3) minutes per person, unless specifically authorized otherwise by the Chair.)

8. INFORMATIONAL / NON-ACTION ITEMS:

- A. Nevada County Professional Firefighters, Local 3800 Report
- B. Fire Chief Monthly Report
- C. Fire Marshal Monthly Report
- D. Battalion Chief(s)
- E. Director Committee Reports
 - 1) Personnel Committee
 - 2) Finance and Administrative Contract Oversight
 - 3) Ad hoc Committee for future cooperation with other fire departments
- F. Board review of the updated draft of the Strategic Plan 2019-2024
- G. Board review of the draft Capitol Expenses plan
- H. Board discussion on the Deferred Compensation contribution for FY 2021/2022

9. ACTION ITEMS

- A. Consider and approve the District's Audit for Fiscal Year 21-22 prepared by Smith and Newell, CPAs.

MEETING ADJOURNMENT

Next regular meeting: Monday, February 20, 2023 6:30 PM - 8:00 PM (PST)



PENRYN FIRE PROTECTION DISTRICT

BOARD OF DIRECTORS MEETING MINUTES

Chair Hotaling, Vice-Chair Hardesty, Secretary Mahoney, Directors Neifer and Shields

MINUTES OF THE REGULAR MEETING: December 19, 2022

1. **Call the meeting to order and Roll Call:** Chair Hotaling called the meeting to order at 6:30pm. Directors in attendance: Dennis Bergstrom, Danielle Hardesty, Cheryl Hotaling, Susan Mahoney and Randy Neifer.
Staff in attendance: Fire Marshal Mark D'Ambrogi, Battalion Chief John Williamson and District Manager Gillian Lofrano.
2. **Pledge of Allegiance:** Chair Hotaling led the Pledge of Allegiance.
3. **Approval of Agenda:** Director Neifer moved to approve the agenda as posted. Director Mahoney seconded the motion that passed unanimously.
4. **Approval of Minutes:** Director Hardesty moved to approve the minutes for the regular meeting on November 21, 2022. Director Mahoney seconded the motion that passed unanimously.
5. **Financial Report & Bill Approval:** Director Neifer moved to approve the financial report and expenses. Director Bergstrom seconded the motion that passed unanimously.
6. **Correspondence:** Smith and Newell CPA sent the draft audit for Fiscal Year 2021-2022.
7. **Public Comment:** Ms. Neifer reported that there was not a community parade this year.
8. **Informational/Non-Action Items:**
 - A. **Nevada County Professional Firefighters, Local 3800 (Local 3800):** No report.
 - B. **Fire Chief's Report by Fire Marshal Mark D'Ambrogi:**
 1. Chief Gow was at home recuperating after his recent surgery. He is doing well.
 2. All equipment is in service.
 3. Staff are responding out of the new station in Newcastle.
 - C. **Fire Marshal Mark D'Ambrogi's Monthly Report:**
 1. Slow time of the year - approved a couple of plans and 2 single family residences.
 - D. **Battalion Chief John Williamson's report:**
 1. 61 calls for service last month and 613 for the year.
 2. Some electrical issues at Station 41.
 - E. **Director Committee Reports**
 1. **Personnel Committee:** Nothing to report.
 2. **Administrative Contract & Finance Oversight Committee:** No report.
 3. **Ad hoc committee for Future Cooperation with other Fire Departments:** No report.
 - F. **Board review of the updated Strategic Plan 2019-2024:** Not discussed.
9. **Action Items**
 - A. **Oath of Office for Directors Hardesty, Hotaling and Shields by Supervisor Holmes:**
Director Bergstrom moved to swear in the Directors. Director Hardesty seconded the motion that passed unanimously. Supervisor Holmes administered the Oath of Office

for Directors Hardesty, Hotaling and Shields. Director Bergstrom vacated his seat on the Board and Director Shields took his place.

B. Presentation to Dennis Bergstrom for appreciation of his services to the people of Penryn:

Chair Hotaling presented a certificate of appreciation to Director Bergstrom for his services to the fire district and the community of Penryn.

C. Approve Chief Gow's recommendation to approve Fire Captain Dustin Miller's completion of probation:

Director Neifer moved to approve Captain Miller's successful completion of his probation. Director Mahoney seconded the motion that passed unanimously.

D. Adoption of the 2022 California Fire Code with amendments, conduct a Public Hearing for a second reading, by title only, and by Resolution No. 22-11 adopt Ordinance Number 2022-01 adopting the 2022 California Fire Code with amendments:

Chair Hotaling opened the public hearing for questions. Hearing none, the public meeting was closed. Director Hardesty moved to adopt Resolution No. 22-11 adopting Ordinance No. 2202-01 and accepting the 2022 California Fire Code with amendments. Director Neifer seconded the motion that passed unanimously.

E. Election of Board Officers and Appointment of Committee Assignments:

Chair: Director Neifer nominated Director Hotaling. Director Hardesty seconded the motion that was passed by all.

Vice-Chair: Director Neifer nominated Director Hardesty. Director Mahoney seconded the motion that was passed by all.

Secretary: Director Neifer nominated Director Mahoney. Chair Hotaling seconded the motion that was passed by all.

Committee Assignments

Personnel: Chair Hotaling and Vice-Chair Hardesty. Motioned by Director Neifer and seconded by Director Shields. Passed by all.

Finance: Director Mahoney and Vice-Chair Hardesty. Motioned by Director Neifer and seconded by Chair Hotaling. Passed by all.

Ad hoc committee for Future Cooperation with other Fire Departments: Vice-Chair Hardesty and Director Mahoney. Motioned by Chair Hotaling and seconded by Director Neifer. Passed by all.

10. There being no further business, the meeting was adjourned at 6:48 p.m.

Next Board Meeting: Monday, January 16, 2023 6:30 PM - 8:00 PM (PST)

Respectfully submitted,



Gillian Lofrano, Recording Secretary

**Penryn Fire District General Operating
Check Detail
December 20, 2022 through January 13, 2023**

<u>Num</u>	<u>Date</u>	<u>Name</u>	<u>Account</u>	<u>Original Amount</u>
	12/27/2022	Danielle Hardesty	General Operating Funds	-150.00
Nov D...	12/27/2022		52580 Commision Reimbursements	150.00
TOTAL				150.00
	12/27/2022	Randy Neifer	General Operating Funds	-150.00
Nov D...	12/27/2022		52580 Commision Reimbursements	150.00
TOTAL				150.00
	12/27/2022	Susan Mahoney	General Operating Funds	-150.00
Nov D...	12/27/2022		52580 Commision Reimbursements	150.00
TOTAL				150.00
	01/03/2023	AT&T Mobility	General Operating Funds	-160.96
10423	01/03/2023		52040 Communication Services	160.96
TOTAL				160.96
	01/03/2023	Golden State Emerg...	General Operating Funds	-1,979.70
32445	01/03/2023		E-38	1,979.70
TOTAL				1,979.70
	01/03/2023	Kaiser Foundation ...	General Operating Funds	-2,908.67
51478...	01/03/2023		51310 Employee Group Insurance	2,908.67
TOTAL				2,908.67
	01/03/2023	West Coast Frame ...	General Operating Funds	-4,836.22
63474	01/03/2023		B38	4,836.22
TOTAL				4,836.22
	01/06/2023	Anderson's Sierra P...	General Operating Funds	-6.45
2211-5...	01/06/2023		E-38	6.45
TOTAL				6.45
	01/06/2023	Antelope Hill Pest C...	General Operating Funds	-113.00
15802	01/06/2023		52260 Miscellaneous	113.00
TOTAL				113.00
	01/06/2023	Dawson Oil Co.	General Operating Funds	-861.27
123122	01/06/2023		52170 Fuel	861.27
TOTAL				861.27

**Penryn Fire District General Operating
Check Detail
December 20, 2022 through January 13, 2023**

<u>Num</u>	<u>Date</u>	<u>Name</u>	<u>Account</u>	<u>Original Amount</u>
	01/06/2023	FDAC/FASIS	General Operating Funds	-19,876.00
2023-0...	01/06/2023		51360 Workers Comp Ins.	19,876.00
TOTAL				19,876.00
	01/06/2023	Loomis Ace Hardwa...	General Operating Funds	-12.98
3806	01/06/2023		52330 Supplies-Equipment	12.98
TOTAL				12.98
	01/06/2023	Placer County Wate...	General Operating Funds	-236.97
122922	01/06/2023		52800 Utilities	236.97
TOTAL				236.97
	01/06/2023	Target Solutions	General Operating Funds	-626.00
64927	01/06/2023		52330 Office Supplies	626.00
TOTAL				626.00

PENRYN JOA STAFFING JULY - DECEMBER 2022

NEWCASTLE JULY - SEPT 2022

Last Name	Assignment	Start Date	End Date	Length	Hrly rate	Payrate	Subtotal	Taxes	WC	Total
Garrison	Engine 41	09/13/2022 08:00	09/14/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Garrison	Engine 41	09/14/2022 08:00	09/15/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Hodsdon	Engine 41	08/29/2022 08:00	08/30/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Newcastle paid 12/14/2022										2732.51

NEWCASTLE OCT - DEC 2022

Garrison	Engine 41	10/14/2022 08:00	10/15/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Hodsdon	Engine 41	12/04/2022 08:00	12/05/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Barsdale	Engine 41	12/16/2022 8:00	12/16/2022 17:00	9	24.90	37.35	336.15	4.87	35.97	376.99
Newcastle invoiced										2198.67

PLACER HILLS JULY-SEPT 2022

Hodsdon	Engine 84	09/12/2022 08:00	09/13/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Hodsdon	Engine 84	09/23/2022 08:00	09/24/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Hodsdon	Engine 84	09/24/2022 08:00	09/25/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Gordon	Engine 86	08/15/2022 06:30	08/15/2022 18:00	11.5	24.90	37.35	429.53	6.23	45.96	481.71
Placer Hills paid 11/22/2022										3214.22

PLACER HILLS OCT-DEC 2022

Keeler	Engine 84	10/29/2022 08:00	10/30/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Garrison	Engine 84	11/03/2022 08:00	11/04/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Placer Hills invoiced										1821.67

FORESTHILL JULY - DEC 2022

Gordon	Engine 90	08/20/2022 08:00	08/21/2022 08:00	24	24.90	37.35	896.40	13.00	95.91	1005.31
Keeler	Medic 88	08/13/2022 08:00	08/14/2022 08:00	24	22.56	33.84	812.16	11.78	86.90	910.84
Gordon	Medic 88	11/30/2022 08:00	12/01/2022 08:00	24	24.90	37.35	896.40	13.00	95.91	1005.31
Foresthill invoiced										2921.46

* All Penryn shifts covered Penryn staff.

PLACER HILLS AND PENRYN JOA 2021-2022

Last Name	Assignmen	Start Date	End Date	Length	Payrate	Subtotal	Taxes	Total
Burbank	Engine 38	12/17/2021 16:00	12/18/2021 08:00	16	29.76	476.16	6.90	483.06
Hodsdon	Engine 86	12/24/2021 08:00	12/25/2021 08:00	24	27.17	652.08	49.88	701.96
Garrison	Engine 86	05/26/2022 08:00	05/27/2022 08:00	24	31.68	760.32	58.16	818.48
Miller	Engine 84	04/03/2022 08:00	04/04/2022 08:00	24	34.97	839.16	64.20	903.36
								2423.80
Balance owed by Placer Hills to Penryn				Paid 1/13/23				1940.74

NEWCASTLE AND PENRYN JOA 2021-2022

Miller	Engine 41	12/28/2021 17:00	12/29/2021 08:00	15	30.32	454.80	34.79	489.59
								Paid 6/23/22



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			
	Captain	Engineer		Health		Dental	
				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 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 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

PENRYN FIRE PROTECTION DISTRICT
Management's Discussion and Analysis
For the Year Ended June 30, 2022

The following discussion and analysis of the Penryn Fire Protection District (District) provides readers of the District's financial statements this narrative overview and analysis of the financial activities of the District for the fiscal year ended June 30, 2022. We encourage readers to consider the information presented here in conjunction with the District's basic financial statements.

Financial Highlights

- The assets of the District exceeded its liabilities at the close of the most recent fiscal year by \$2,074,399 (net position).
- As of the close of the current fiscal year, the District's governmental funds reported ending fund balance of \$1,788,050.
- The District had combined program and general revenues of \$1,364,867 and program expenses of \$1,031,816 for the fiscal year ended June 30, 2022.

Overview of the Financial Statements

The discussion and analysis is intended to serve as an introduction to the District's basic financial statements. The District's basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the basic financial statements.

GOVERNMENT-WIDE FINANCIAL STATEMENTS

The *government-wide financial statements* are designed to provide readers with a broad overview of the District's finances, in a manner similar to a private-sector business.

The *Statement of Net Position* presents information on all of the District's assets and liabilities, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the District is improving or deteriorating.

The *government-wide financial statements* report on the function of the District that is principally supported by property tax revenues. The District's objectives are to provide all-risk fire protection and fire prevention within the boundaries of the District.

FUND FINANCIAL STATEMENTS

A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The District, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Funds

Governmental funds are used to account for essentially the same function reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial

**PENRYN FIRE PROTECTION DISTRICT
Management's Discussion and Analysis
For the Year Ended June 30, 2022**

statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

The District maintains a major governmental fund for its special revenue fund in the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances.

Because the focus of the governmental fund is narrower than that of the government-wide financial statements, it is useful to compare the information presented in the governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financial decisions. Both the governmental funds balance sheet and the governmental funds statement of revenues, expenditures, and changes in fund balances provides a reconciliation to facilitate this comparison between the governmental funds and governmental activities.

NOTES TO THE BASIC FINANCIAL STATEMENTS

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Government-Wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the District, assets exceeded liabilities by \$2,074,399 at the close of the most recent fiscal year. The District's net position consists of the following at June 30, 2022 and 2021:

District's Net Position

	2022	2021
Cash and investments	\$ 1,837,096	\$ 1,543,864
Capital asset	730,344	728,086
Total Assets	2,567,440	2,271,950
Current and other liabilities	88,617	90,529
Long term liabilities	404,424	440,073
Total Liabilities	493,041	530,602
Investment in capital assets	295,808	263,692
Restricted	759,024	616,589
Unrestricted	1,019,567	861,067
Total Net Position	\$ 2,074,399	\$ 1,741,348

The net position of the District increased by \$333,051 during the fiscal year ended June 30, 2022. For the fiscal years ending June 30, 2022 and 2021, the District's change in net position is as follows:

**PENRYN FIRE PROTECTION DISTRICT
Management's Discussion and Analysis
For the Year Ended June 30, 2022**

District's Changes in Net Position

	2022	2021
Program Revenues:		
Charges for service	\$ 617,094	\$ 627,067
Grants and contributions	49,660	397,319
General Revenues:		
Property taxes	536,599	484,459
Interest and investment earnings	4,452	4,116
Other revenues	157,062	28,798
Total Revenues	<u>1,364,867</u>	<u>1,541,759</u>
Program Expenses:		
Public protection	1,031,816	1,093,516
Total Expenses	<u>1,031,816</u>	<u>1,093,516</u>
Change in Net Position	333,051	448,243
Net Position - Beginning	1,741,348	1,293,105
Net Position - Ending	<u>\$ 2,074,399</u>	<u>\$ 1,741,348</u>

Fund Financial Analysis

As noted earlier, the District uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The District's governmental funds are discussed below.

GOVERNMENTAL FUNDS

The focus of the District's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the District's financing requirements. In particular, fund balance may serve as a useful measure of a government's net resources available for spending for program purposes at the end of the fiscal year.

As of the end of the current fiscal year, the District's governmental funds reported an ending fund balance of \$1,788,050, which is a 20.51% increase over the prior year fund balance of \$1,483,657.

General Fund Budgetary Highlights

A budget is prepared annually and includes proposed expenditures and the means of financing them for the upcoming year. This includes estimates for the current year and actual data for the preceding year. The budget is reviewed at a properly noticed Board meeting to obtain public comment. The budget is legally enacted through passage of a resolution. The District's Board of Directors reviews reports of operations and examines any variance from the approved budget at least monthly. Appropriations lapse at the end of each fiscal year. The District may authorize supplemental appropriations during the year.

**PENRYN FIRE PROTECTION DISTRICT
Management's Discussion and Analysis
For the Year Ended June 30, 2022**

CAPITAL ASSETS

The District's investment in capital assets net of depreciation and related debt is \$295,808. See Note 3 for additional details on capital assets.

THE YEAR AHEAD

For fiscal year ending June 30, 2023 the District will continue the Administrative agreement with Placer Hills Fire District and the Joint Operation agreement for shared staffing with Placer Hills, Newcastle and Foresthill Fire Districts.

Beginning July 1, 2022, the District entered into a contract with CalPERS for retirement benefits for District staff.

CONTACTING THE DISTRICT'S FINANCIAL MANAGEMENT

This financial report is designed to provide a general overview of the District's finances for all those with an interest. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to Gillian Lofrano, General Manager for the Penryn Fire Protection District, 7206 Church Street, Penryn, CA 95663. Information can also be found on the District's website at www.penrynfir.ca.gov.

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



Penryn Fire Protection District
7206 Church Street
Penryn, CA 95663
www.penrynfir.ca.gov

Penryn Fire Protection District

Strategic Plan

2019-2024

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

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 Unaudited	FY 2023 Budgeted	FY 2024 Projected
<u>Revenues</u>						
Property Tax	437,168	460,663	487,581	539,851	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	1,884
Inspection Fees	14,153	9,979	6,400	12,550	5,000	5,000
Strike Teams	108,903	2,603	376,712	59,053	80,000	50,000
Miscellaneous	47,628	5,440	457	4,117	12,000	12,000
Total Revenues	1,118,371	1,006,942	1,407,928	1,161,859	1,246,310	1,252,268
<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	171,827	203,924	210,042
Other (Audit entries)	-	(13,622)	11,171	-	-	-
Total Expenses	936,117	899,848	1,026,473	994,620	1,203,074	1,243,256
Net Income/(Loss)	182,255	107,094	381,455	167,239	43,236	9,012
Beginning Fund Balance July 1	496,264	678,519	785,613	867,069	1,034,308	1,077,544
Transfer to Mitigation Fund			(300,000)			
Ending Fund Balance June 30	678,519	785,613	867,069	1,034,308	1,077,544	1,086,556

MITIGATION FUND	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Unaudited	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 contracted 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)

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.

