

Ukiah Valley Fire Authority Fire Executive Committee Special Meeting AGENDA

(to be held both at the Physical and Virtual locations below)

Civic Center Council Chamber ♦ 300 Seminary Avenue ♦ Ukiah, CA 95482

To participate virtually, go to the following link: <https://zoom.us/j/92044541021>
To view the meeting (without participating), go to: <http://www.cityofukiah.com/meetings/>

Or you can call in using your telephone only:

- Toll-free 1-669-444-9171
- Enter the Access Code: 920 4454 1021
- Raise hand: enter *9
- To Speak after being recognized: enter *6 to unmute yourself

January 14, 2025 - 5:00 PM

1. **CALL TO ORDER AND ROLL CALL**

2. **ANNOUNCEMENTS**

3. **PUBLIC COMMENT ON NON-AGENDA ITEMS**

If you wish to speak on a matter that is not on this agenda that is within the subject matter jurisdiction of the Ukiah Valley Fire District Board, you may do so at this time. Please limit your comments to 3 minutes per person and a total of 10 minutes per subject. The Brown Act regulations do not allow action to be taken on audience comments in which the subject is not listed on the agenda.

4. **APPROVAL OF MINUTES**

4.a. Approval of the Minutes of July 23, 2024, a Special Meeting.

Recommended Action: Approve the Minutes of July 23, 2024, a Special Meeting.

Attachments:

1. July 23, 2024, FEC Minutes

5. **UNFINISHED BUSINESS - DISCUSSION/ACTION**

6. **NEW BUSINESS - DISCUSSION/ACTION**

6.a. Fleet and Facilities Plan Annual Review and Strategic Update

Recommended Action: Staff recommends that the Fire Executive Committee conduct the annual review of the 2022 Fleet and Facilities Replacement Plan as presented. The Committee is encouraged to provide feedback and approve the continued development of the Facilities Replacement Plan, including identifying potential funding sources and strategies.

Attachments:

1. 2022 UVFA Fleet Replacement Plan
2. Facilities Replacement Plan (Preliminary)

6.b. Preliminary Budget discussions, current year objectives and accomplishments

Recommended Action: Staff recommends that the Fire Executive Committee review the UVFA's objectives and updated accomplishments. The Committee is encouraged to provide feedback and direction, including identifying potential funding sources and strategies for future growth.

Attachments:

1. Objectives and Accomplishments (2024)

7. CHIEFS REPORTS

8. ADJOURNMENT

Please be advised that the Ukiah Valley Fire Authority needs to be notified 72 hours in advance of a meeting if any specific accommodations or interpreter services are needed in order for you to attend. The Ukiah Valley Fire Authority complies with ADA requirements and will attempt to reasonably accommodate individuals with disabilities upon request. Materials related to an item on this Agenda submitted to the Ukiah Valley Fire Authority after publication will be available online at the end of the next business day.

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted at the following locations: Ukiah Valley Fire District Office - 1500 South State Street; Ukiah Civic Center - 300 Seminary Ave.. Ukiah, California, not less than 24 hours prior to the meeting set forth on this agenda.

Araceli Sandoval, Deputy City Clerk

Dated: 01/10/25



UKIAH VALLEY FIRE AUTHORITY
FIRE EXECUTIVE COMMITTEE SPECIAL MEETING
MINUTES



Members Civic Center Council Chambers ♦ 300 Seminary Ave. ♦ Ukiah, CA 95482
Virtual: <https://zoom.us/j/92044541021>

July 23, 2024
5:00 p.m.

1. CALL TO ORDER AND ROLL CALL

The Fire Executive Committee met for a Special Meeting on July 23, 2024, which was legally noticed on July 19, 2024, and held at the Civic Center Council Chambers, 300 Seminary Ave. Ukiah, CA 95482, and the following virtual link: <https://zoom.us/j/92044541021>. Chair Bushby called the meeting to order at 5:00 p.m. Roll was taken with the following **Committee Members Present:** Kevin Jennings, Susan Sher, Juan Orozco, and Pete Bushby. **Staff Present:** Doug Hutchison, Fire Chief; Justin Buckingham, Battalion Chief; Dan Buffalo, Finance Director; and Stephanie Abba Clerk of the Board.

PLEDGE OF ALLEGIANCE WAS RECITED.

2. PUBLIC COMMENT ON NON-AGENDA ITEMS

No public comment was received.

3. APPROVAL OF MINUTES

a. Approval of the Minutes of January 09, 2024, a Fire Executive Committee Special Meeting.

Motion/Second: Orozco/Sher to approve the Special Meeting Minutes for January 09, 2024, as submitted. Motion **carried** by the following roll call votes: AYES: Jennings, Sher, Orozco, and Bushby. NOES: None. ABSENT: None. ABSTAIN: None.

4. NEW BUSINESS – DISCUSSION/ACTION

a. Discussion and Approval of the Fiscal Year 2024-25 Budget for the Ukiah Valley Fire District and the Ukiah Valley Fire Authority.

Presenter: Dan Buffalo, Finance Director.

5. ADJOURNMENT

There being no further business, the meeting adjourned at 5:27 p.m.

Stephanie Abba, Clerk of the Board



AGENDA SUMMARY REPORT

SUBJECT: Fleet and Facilities Plan Annual Review and Strategic Update

DEPARTMENT: Fire

PREPARED BY: Eric Singleton, Battalion Chief

PRESENTER: _____

ATTACHMENTS:

1. 2022 UVFA Fleet Replacement Plan
2. Facilities Replacement Plan (Preliminary)

Summary: The Fire Executive Committee will conduct the annual review of the 2022 Fleet and Facilities Replacement Plan, providing a comprehensive update on the department's strategic approach to maintaining and enhancing essential resources that support operational readiness and community safety.

Background: The Fleet Plan (Attachment 1), established in 2022, was developed to ensure proactive planning for the Ukiah Valley Fire Authority's (UVFA) future needs. Prior to its creation, the UVFA lacked a formal replacement schedule or budgetary planning process for its annual budget, making it difficult to anticipate and manage critical costs.

Recognizing the need for a structured approach, the plan was developed in collaboration with the City of Ukiah's Fleet and Facilities Manager. It incorporates recommendations based on National Fire Protection Association (NFPA) standards and expertise from the City of Ukiah Fleet Mechanics. These experts emphasized the importance of operational hours over mileage as a primary factor in evaluating fire service equipment while also considering mileage as a secondary criterion. Fire service vehicles, though often covering short distances, operate for extended periods during emergency responses, leading to increased wear and tear.

The Fleet and Facilities Plan addresses all types of vehicles currently operated by the UVFA and organizes them into five distinct groups:

1. **Fire Engines/Trucks** – Essential for firefighting and rescue operations.
2. **Water Tenders** – Critical for water supply in areas without hydrants.
3. **Ambulances** – Vital for emergency medical response and patient transport.
4. **Specialized Vehicles** – Includes support vehicles, Urban Search and Rescue (USAR) units, and boats tailored to specific operational needs.
5. **Emergency Service Staff/Light-Duty Vehicles** – Used by Staff for administrative duties, inspections, and non-emergency support tasks.

This comprehensive plan ensures that critical resources are maintained and replaced in a timely manner, supporting the department's mission to provide reliable and effective emergency services.

Regarding the **Facilities Replacement Plan** (Attachment 2), a preliminary outline has been developed and is currently undergoing further research and strategic refinement. This includes efforts to identify diverse funding sources to address the associated costs and ensure the sustainability of future facility upgrades and replacements.

Discussion: Since the creation of the Fleet Replacement Plan in 2022, several adjustments have been made to address evolving circumstances, including budget constraints and vehicles not yet exceeding replacement

guidelines.

- **2022 Purchases:** A water tender was approved and ordered in 2022; however, due to supply chain disruptions caused by the pandemic, the original order was canceled. Staff is actively exploring alternative options to fulfill this purchase.
- **Command Chief Vehicle:** This vehicle was prioritized, purchased, and received in late 2023.
- **Brush Vehicle and Replacement Truck:** The new brush vehicle, initially listed for 2023, was added as an adjustment but has since been deferred, along with a replacement truck, due to current budget limitations. The truck is now scheduled for the 2025-26 fiscal year budget.
- **Type 1 Engine Replacement:** The replacement for the Type 1 engine has been rescheduled for the 2027-28 fiscal year. However, additional adjustments may be necessary as one of our primary engines recently experienced a blown head and is undergoing an engine replacement.

Looking forward, we are pleased to announce that we are working with the **Center for Public Safety Management (CPSM)** to develop a comprehensive strategic plan for the Ukiah Valley Fire Authority. This strategic plan will encompass department goals, future growth initiatives, and a thorough review of the Fleet Replacement and Facilities Plan. As a result, further adjustments to the current plans may be implemented based on CPSM's recommendations.

These ongoing efforts reflect our commitment to maintaining operational readiness, fiscal responsibility, and strategic alignment with the department's long-term goals.

Recommended Action: Staff recommends that the Fire Executive Committee conduct the annual review of the 2022 Fleet and Facilities Replacement Plan as presented. The Committee is encouraged to provide feedback and approve the continued development of the Facilities Replacement Plan, including identifying potential funding sources and strategies.

BUDGET AMENDMENT REQUIRED: NO

CURRENT BUDGET AMOUNT: N/A

PROPOSED BUDGET AMOUNT: N/A

FINANCING SOURCE: N/A

PREVIOUS CONTRACT/PURCHASE ORDER NO.: N/A

COORDINATED WITH: Douglas Hutchison, Fire Chief

Approved:

Doug Hutchison, Fire Chief

UKIAH VALLEY FIRE AUTHORITY



FLEET REPLACEMENT PLAN

(2022)

The Ukiah Valley Fire Authority (UVFA) currently does not have a fleet replacement plan, nor are funds set aside in the annual budget for future vehicle purchases. In the past, purchases were only made when absolutely necessary, creating a fiscal crisis when a vehicle needed to be replaced. This document was created to identify & assess the condition of our existing fleet and recommend a manageable fleet replacement schedule for UVFA. Team members completed a comprehensive study that included the status of all current apparatus within the fleet and analysis of National, State, and Local recommended guidelines for replacement schedules.



Emergency service vehicles should not be considered similar to other city departments or private vehicles. When called, the public depends on their emergency responders to arrive promptly with the appropriate resources and equipment to manage whatever crisis is at hand.

The question is always raised as to why emergency services consider the useful life of emergency vehicles and equipment considerably shorter than non-emergency vehicles and equipment, replacing vehicles and equipment well before other departments consider a replacement. The answer is simple: emergency service team members' lives depend on properly well-functioning vehicles and equipment. If a non-emergency vehicle breaks down or stops working, the most significant loss is time and aggravation; in retrospect, if an emergency vehicle breaks down, the most significant loss could be life. In a structure fire, if the pump stops pumping water to the firefighters, or in the wildland setting, if the vehicle stops running, team members could become entrapped in the fire path and unable to escape causing severe injury or death. These are just a few of the dangers faced while using substandard equipment.

The standard the fire service nationwide uses for fire apparatus is the National Fire Protection Association (NFPA). NFPA is the standard for the modern fire service's policies, guidelines, and codes. The most notably used measures for this document include:

- **NFPA 1901 Standard for Automotive Fire Apparatus**
- **NFPA 1906 Standard for Wildland Fire Apparatus**
- **NFPA 1911 Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles**
- **NFPA 1917 Standard for Automotive Ambulances**

NFPA 1901 Standard Guidelines for First Line and Reserve Fire Apparatus:

“To maximize firefighter capabilities and minimize the risk of injuries, it is important that fire apparatus be equipped with the latest safety feature and operating capabilities. In the last 10 to 15 years, much progress has been made in upgrading functional capabilities and improving the safety features of fire apparatus. Apparatus more than 15 years old might include only a few of the safety upgrades required by the recent editions of the NFPA fire department apparatus standards. Because the changes, upgrades, and fine-tuning of NFPA 1901 have been truly significant, especially in the area of safety, fire departments should seriously consider the value (or risk) to firefighters of keeping fire apparatus more than 15 years in first-line service.”

“It is a generally accepted fact that fire apparatus, like all types of mechanical devices, have a finite life. The length of that life depends on many factors, including vehicle mileage and engine hours, quality of preventative maintenance program, quality of driver training program and rules enforcement, whether the vehicle was used within the design parameters, whether the fire apparatus was manufactured on a custom or commercial chassis, quality of workmanship by the original manufacturer, quality of the components used, and availability of replacement parts, to name a few.”

Additionally, since 2009, the following requirements have been included in NFPA 1901:

- rollover stability
- tire pressure indicators
- seat belt warning systems requiring all occupants to be properly seated and belted
extended seat belt length requirements resulting from an in-depth anthropometric study evaluating the size of today’s fully dressed firefighter
- roadability, including minimum accelerations and top speed limitations
- enhanced step and work surface lighting
- cab integrity testing
- increased use of retroreflective striping in the rear of apparatus, providing a consistent, identifiable set of marking for all automotive fire apparatus

Four key elements that need to be considered to determine the valuable service life of fire department apparatus are Safety, Service, Technological, and Economics.

- **Safety:** The most crucial factor to consider in the life span of an apparatus is Team member safety; older apparatus do not meet the same safety standards that newer fire apparatus must meet. More recent fire apparatus have also incorporated many technological and safety changes to keep pace with the commercial and automotive industry standards.
- **Service:** The service life of an apparatus or useable life is determined by the piece of equipment being able to perform its needed duty. Service life is dependent on numerous factors and variables. The most significant critical components are **service hours**, mileage, the number of responses, overall wear & tear, and pumping/operating capacity.
- **Technological:** Technological advances have made considerable strides in the past twenty years. These include enhancements to antilock braking systems, traction control, rollover stability, braking ability, foam systems (environmental concerns), etc. Though an older apparatus may be capable of fulfilling the original role it was designed for, it cannot match the performance or safety requirements of new vehicles.
- **Economic:** Total cost for effect over a determined period. The most utilized expenses include depreciation, operating costs, fuel, oil, maintenance, repairs, available parts, downtime, and operational operator training. With any vehicle, the cost of maintaining a given piece of equipment increases over time until it is more expensive to operate and repair than to replace.

The Fleet Replacement Plan was coordinated with the City of Ukiah Fleet Mechanics, considering NFPA standards, current maintenance records, up-to-date costs, and current and expected usage (hours) on all vehicles.

Critical Note: (Hours vs. Mileage) In agreeance with the City of Ukiah Fleet Mechanics and Fleet Manager, the most vital factor is HOURS, not mileage on fire service equipment. However, mileage is also a factor in recommended replacements; fire service vehicles can drive a short distance but then run for exceedingly long periods, causing additional wear on parts.

This plan covers all types of vehicles currently operated by UVFA and is divided into five separate categories:

- **Fire Engine/Truck:** The crucial component utilized by the Fire Service, allowing team members to respond to any emergency ranging from fire, medical, rescue, hazmat, vehicle fire/crashes, etc. Fire engines and trucks are broken down into various classifications (Type-I, Type-II, Type-III, etc.) based on the capabilities or specialized equipment of the apparatus.
- **Water Tenders:** Are designed to shuttle water to areas with limited or no water access. Water tenders can receive water from various sources, including fire hydrants, reservoirs, lakes, ponds, rivers, creeks, etc., then move the resource to another location, supplying water to the fire line. With the addition of a fire-rated pump, the apparatus can be utilized tactically if necessary.
- **Ambulances:** Are designed for critical care of injured and ill patients while transporting them to an appropriate medical facility. Ambulances have various classifications (Type-I, Type-II, Type-III, etc.) based on the capabilities and size of the apparatus.
- **Specialized Vehicles:** This includes all specialized vehicles generally designed for a specific purpose (Support/Air Unit, USAR, Boat) utilized by the UVFA. These units play a critical role in the success of the UVFA's mission.
- **Emergency Service Staff/Light Duty Vehicles:** Are divided into three main categories.
 - Chief/Command Vehicle: (Front-Line) used by Chief Officers for day-to-day duties and responding to incidents in an overhead capacity.
 - Fire Prevention/Inspection Vehicle: (Reserve) used by staff who carry out daily operations with fire prevention and inspections overseen by the Fire Marshall's Office, and additionally, respond to larger-scale incidents within the UVFA's jurisdiction.
 - Utility Vehicle: (Reserve) utilized by various staff on an as-needed basis for tasks associated with UVFA's operational needs.

Fire Engines/Trucks

Description:

The crucial component utilized by the Fire Service allows team members to respond to any emergency ranging from fire, medical, rescue, hazmat, vehicle fire/crashes, etc. Fire engines and trucks are broken down into various classifications (Type-I, Type-II, Type-III, etc.) based on the capabilities or specialized equipment of the apparatus.

The most notable benchmark is response volume which indicates usage hours. Other aspects include expected future use, mileage, past apparatus required maintenance, and downtime (out of service due to repairs); it is recommended that front-line vehicles be placed in reserve status at 6,000 hours or 7 to 10 years of front-line service. Additionally, it is recommended that all reserve apparatus be retired after 12,000 hours of service or 15 to 20 of service.

TYPE I FIRE ENGINES						
VEH ID	CATEGORY	YEAR	MAKE	STATUS	STATION	RECOMMENDED REPLACEMENT
E6881	TYPE I	2018	PIERCE	FRONT-LINE	ST-681	2025
E6882	TYPE I	2007	PIERCE	RESERVE	ST-682	Replaced by E6881 (2025)
E6883	TYPE I	2018	PIERCE	FRONT-LINE	ST-683	2026
TYPE 2 FIRE ENGINES						
VEH ID	CATEGORY	YEAR	MAKE	STATUS	STATION	RECOMMENDED REPLACEMENT
E6861	TYPE 2	2014	FERRARA	FRONT-LINE	ST-681	2029
E6863	TYPE 2	2015	FERRARA	FRONT-LINE	ST-683	NO REPLACEMENT
E6872	TYPE 2	1980	INTERNATIONAL	RESERVE	ST-684	Replaced by E6861
TYPE 6 FIRE ENGINES						
VEH ID	CATEGORY	YEAR	MAKE	STATUS	STATION	RECOMMENDED REPLACEMENT
B-6861	TYPE-VI	N/A	N/A	FUTURE PURCHASE	ST-681	PURCHASE 2023
B-6862	TYPE-VI	2019	FORD	RESERVE	ST-682	2034
B-6863	TYPE-VI	N/A	N/A	FUTURE PURCHASE	ST-683	PURCHASE 2028
TRUCK						
VEH ID	CATEGORY	YEAR	MAKE	STATUS	STATION	RECOMMENDED REPLACEMENT
T6852	QUINT	2009	PIERCE	RESERVE	ST-682	2024

Plan:

Due to the current use (Hours), E-6881 and E-6863 will be well over 6,000 before the seven-year mark as, on average, each apparatus puts approximately 1,500 hours of usage per year. E-6881 has the higher use of the two, which puts it first for replacement.

Utilizing the guide above:

- E-6881 (Type-I): It is recommended for replacement in 2025; the current E-6881 will be repurposed as a reserve and replace E6882.
- E-6882 (Type-I): will be replaced as the current front-line apparatuses (Type-I) are moved to reserve status and be listed as surplus.
- E-6883 (Type-I): recommended replacement in 2026; between former E-6881 and E-6883, one will be used as a reserve as (E-6882) while the other will be listed as surplus.
- E-6861 (Type-II): recommended to be repurposed as a reserve with the purchase of B-6861 in 2023; current E-6861 will replace E-6872.
- E-6863 (Type-II): will be removed from service at the end of its useful life in 2030; E-6883 will be listed as surplus and not replaced.
- E-6872 (Type-III): will be replaced as the current front-line apparatuses (Type-II) are moved to reserve status and be listed as surplus.
- B-6861 (Type-VI): This new purchase will be recommended in 2023, switching from our current Type-II apparatus to a more versatile and maneuverable Type-VI for our front-line team members and stations.
- B-6882 (Type-VI): will be replaced as the current front-line apparatuses (Type-VI) are moved to reserve status and be listed as surplus.
- B-6863 (Type-VI): This new purchase will be recommended in 2028, switching our remaining Type-II for a Type-VI for our front-line team members.
- T-6852 recommended replacement in 2024; the current T-6852 will be removed from service and listed as surplus.

All other subsequent replacements are listed in Appendix A, with projected associated costs in Appendix B.

Water Tender

Description:

Water tenders are specialized equipment designed to shuttle water to areas with limited or no water access. Water tenders can receive water from various sources, including fire hydrants, reservoirs, lakes, ponds, rivers, creeks, etc., then move the resource to another location, supplying water to the fire line. Water tenders are mainly designed on a large truck chassis with a large water tank and fire-rated pump capable of carrying anywhere between 1,000 and 4,000 gallons. Water tenders are typically larger and designed around the single purpose of shuttling water in rugged or steep terrain. With the addition of a fire-rated pump, the apparatus can be utilized tactically if necessary.

The most notable benchmark is usage hours. Future use, past apparatus required maintenance, mileage, and downtime (out of service due to repairs) also play a large part in replacement. It is recommended that front-line apparatus be placed in reserve status at 6,000 hours or 7 to 10 years of front-line service. Additionally, it is recommended that all reserves be retired after 12,000 hours of service or 15 to 20 of service.

Specialized Vehicle Replacement						
VEH ID	CATEGORY	YEAR	MAKE	STATUS	STATION	RECOMMENDED REPLACEMENT
WT6892	WATER TENDER	2005	PETERBILT	FRONT-LINE	682	2022

Plan:

The UVFA's current water tender is mainly utilized by our Volunteer response team members and is our fleet's most mutual-aid requested apparatus. Additionally, our water tender goes under service for hire multiple times a year through CalFire's programs, which justifies the means and covers the purchase cost.

Utilizing the guide above:

- WT-6892: A new water tender has been placed on order with a delayed delivery date of late 2023 to early 2024 due to pandemic-related delays. Upon delivery, the current WT-6892 will be repurposed as non-emergency and utilized by the Public Works Department.

All other subsequent replacements are listed in Appendix A, with projected associated costs in Appendix B.

AMBULANCES

Description:

As with Fire Engine/Truck Apparatus, the Ambulance plays a vital role in the service model for the UVFA. Ambulances are designed for critical care of injured and ill patients while transporting them to an appropriate medical facility. Ambulances have various classifications (Type-I, Type-II, Type-III, etc.) based on the capabilities and size of the apparatus. As there has been a continuous increase in calls for service over the previous years, UVFA began augmenting the system to serve the community better. As of 2022, UVFA maintains one fully staffed Ambulance and two that can be up/cross-staff by our engine companies when available, with an end goal to up staff two additional Ambulances.

As with fire engines, the most notable benchmark for UVFA is response volume, excepted future use, past Ambulance required maintenance and downtime; it is recommended that front-line vehicles be placed in reserve status at 7 to 10 years and/or 6,000 hours of service. Additionally, it is recommended that all reserve apparatus be retired after 15 to 20 years or 12,000 hours of service.

Specialized Vehicle Replacement						
VEH ID	CATEGORY	YEAR	MAKE	STATUS	STATION	RECOMMENDED REPLACEMENT
M-6821	TYPE-III	2021		FRONT-LINE	ST-681	2031
M-6822	TYPE-III			FRONT-LINE	ST-682	2030
M-6823	TYPE-III	2021		FRONT-LINE	ST-683	2032

Plan:

UVFA currently has one full-time staffed Ambulance with the intention and staffing two additional Ambulances full-time due to the County-wide ambulance shortage. M-6821 and M-6823 were purchased in 2021 with an expected delivery date of late 2022 to early 2023.

Note: The above list includes the new M-6821 and M-6823 as in-service, as they have already been purchased and awaiting delivery.

Utilizing the guide above:

- M-6821: recommended replacement in 2031; current M-6821 will be listed as surplus.
- M-6822: recommended replacement in 2030; current M-6822 will be repurposed and retrofitted as S-6856 Support/Air Unit.
- M-6823: recommended replacement in 2032; current M-6821 will be listed as surplus.

All other subsequent replacements are listed in Appendix A, with projected associated costs in Appendix B.

Specialized Vehicle

Description

Specialized vehicles are generally designed for a specific purpose (Support/Air Unit, USAR, Boat) utilized by the UVFA. These units play a critical role in the success of the UVFA's mission. The Support/Air unit is used during fire incidents as a Rehab unit and resupplying air for using Self-Contained Breathing Apparatus (SCBA) while engaged in structural firefighting. The USAR (Urban Search & Rescue) is designed for natural disasters, confined space rescue, and collapse rescue. The Boat is used for water operations and rescue.

Support/Air and USAR were based on usage of the vehicle; it is recommended for replacement at 12,000 or 15 to 20 years of service. As for the Boat, recommended replacement is front-line for 7 to 10 years and retired after 15 to 20 years of service. Based on the degrading of the marine material over time and hard use.

Specialized Vehicle Replacement						
VEH ID	CATEGORY	YEAR	MAKE	STATUS	STATION	RECOMMENDED REPLACEMENT
USAR-68	UTILITY TRUCK	N/A	N/A	FUTURE PURCHASE	ST-682	2027
SWIFTWATER RESCUE TRAILER	TRAILER	N/A	N/A	FUTURE PURCHASE	ST-682	2027
USAR RESCUE TRAILER	TRAILER					
B68-1	BOAT			FRONT-LINE	682	2023
B68-2	BOAT			RESERVE	684	Replaced by B68-1 (2023)
S6856	AIR/SUPPORT	2002	FORD	FRONT-LINE	682	Replaced by M-6822 (2030)
S6857	AIR/SUPPORT (TRAILER)	2005	EAGLE	RESERVE	682	REPURPOSE

Plan:

One significant change, USAR-68 is currently a pull-behind trailer without a dedicated vehicle for towing; the future will be for a dedicated utility truck with a crane to haul the specialty trailers (USAR/Swiftwater rescue trailers). With the small crane attached makes the vehicle more versatile and adaptable for any situation that team members encounter.

Utilizing the guide above:

- USAR-68: Utility Truck with small crane recommended purchase in 2027. This new purchase will be a dedicated vehicle it allows for a rapid response in a time-sensitive environment.
- Swiftwater Rescue Trailer: recommended purchase in 2027. This new purchase will be dedicated to water rescue equipment, including the inflatable Boat.
- USAR Rescue Trailer: recommended replacement will be on an as-needed basis.

- B68-1: recommended replacement in 2023; the current B68-1 will be placed in reserve status as B68-2.
- B68-2: will be replaced as current front-line vehicles are moved to reserve status and be listed as surplus
- S-6856: recommend replacement in 2030 as the current M-6822 is removed from front-line service; current S-6856 will be removed from service and placed as surplus.
- S-6857: Currently, the Air System is inoperable but has a generator integrated into the trailer; S-6857 will be repurposed as an emergency power source during power outages at Station-683.

Emergency Service Staff Light Duty Vehicle

Description:

These vehicles are divided into three main categories.

- Chief/Command Vehicle: (Front-Line) used by Chief Officers for day-to-day duties and responding to incidents in an overhead capacity.
- Fire Prevention/Inspection Vehicle: (Reserve) used by staff who carry out daily operations with fire prevention and inspections overseen by the Fire Marshall's Office, additionally, respond to larger-scale incidents within the UVFA's jurisdiction.
- Utility Vehicle: (Reserve) utilized by various staff on an as-needed basis for tasks associated with UVFA's operational needs.

As with most UVFA equipment, the most notable benchmark for UVFA is response volume which indicates usage hours. It is recommended that front-line vehicles be placed in reserve status at 6,000 hours or 7 to 10 years of front-line service. Additionally, it is recommended that all reserve equipment be retired after 12,000 hours of service or 15 to 20 of service. Other aspects include excepted future use, past apparatus required maintenance and downtime, and cost allocation.

EMERGENCY SERVICE STAFF/LIGHT-DUTY VEHICLES						
VEH ID	CATEGORY	YEAR	MAKE	STATUS	STATION	RECOMMENDED REPLACEMENT
C-6800	CHIEF/COMMAND	2020	FORD	FRONT-LINE	ADMINISTRATION	2028
C-6806	CHIEF/COMMAND	2020	FORD	FRONT-LINE	ADMINISTRATION	2027
C-6807	CHIEF/COMMAND	2022	FORD	FRONT-LINE	ADMINISTRATION	2029
C-6808	CHIEF/COMMAND	2022	FORD	FRONT-LINE	ADMINISTRATION	2030
P-6815	FIRE PREVENTION	2021	FORD	FRONT-LINE	ADMINISTRATION	FRONT-LINE REPLACEMENT
P-6816	FIRE PREVENTION	N/A	N/A	FUTURE PURCHASE	ADMINISTRATION	FRONT-LINE REPLACEMENT
U-6841	UTILITY	1999	FORD	RESERVE	ST-681	FRONT-LINE REPLACEMENT
U-6842	UTILITY	2008	FORD	RESERVE	ST-682	FRONT-LINE REPLACEMENT
U-6843	UTILITY	2006	CHEVY	RESERVE	ST-683	FRONT-LINE REPLACE

Plan:

C-6807 and C-6808 were purchased in 2021, with the expected delivery between the end of 2022 to early 2023 due to pandemic-related delays. Due to the cost of repairs (transmission), P-6815 replacement will need to be expedited.

Note: The above list has been outlined to include the new C6807/P6815 in-service, as they have already been purchased and awaiting delivery.

Utilizing the guide above:

- C-6800 recommended replacement in 2030; the current C-6800 will be repurposed as a utility vehicle.
- C-6806 recommended replacement in 2030; the current C-6806 will be repurposed as a utility vehicle.
- C-6807 recommended replacement in 2031; the current C-6807 will be repurposed as a utility vehicle.
- C-6808 recommended replacement in 2031; the current C-6808 will be repurposed as a utility vehicle.
- P-6815 recommended replacement in 2023; the current vehicle will be removed from service and placed as surplus due to the cost of repairs to the transmission.
- P-6816 is contingent upon the Fire Prevention Office's expansion, which will be replaced as current front-line vehicles are moved to reserve status and listed as surplus.
- U-6841: will be replaced as current front-line vehicles are moved to reserve status and be listed as surplus
- U-6842: will be replaced as current front-line vehicles are moved to reserve status and be listed as surplus
- U-6843: will be replaced as current front-line vehicles are moved to reserve status and be listed as surplus

All other subsequent replacements are listed in Appendix A, with projected associated costs in Appendix B.

NOTE: Some of the UVFA equipment (Pickup Trucks) removed from emergency service could be utilized by other departments within the city for non-emergency use. Different departments would consider a longer useful life for vehicles, thus cutting costs across the City of Ukiah.

**UKIAH VALLEY FIRE AUTHORITY
FLEET REPLACEMENT PLAN**

VEH ID	CATEGORY	YEAR	MAKE	STATION	HOURS/MILEAGE (2022)	RECOMMENDED REPLACEMENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042		
TYPE 1 MUNICIPAL FIRE ENGINE																													
E6881	TYPE 1	2018	PIERCE	681		2025				E6881								E6881								E6881			
E6882	TYPE 3 (RESERVE)	2007	PIERCE	682		USE FORMER E6881/E6883 (USE BEST) WHEN PLACED AS A RESERVE																							
E6883	TYPE 1	2018	PIERCE	683		2026				E6883								E6883								E6883			
TYPE 2 FIRE ENGINE																													
E6861	TYPE 2	2014	FERRARA	681		2029								E6861															
E6883	TYPE 2	2015	FERRARA	683		DO NOT REPLACE																							
TYPE 3 FIRE ENGINE																													
E6872	TYPE 3 (RESERVE)	1980	INTERNATIONAL	684		USE FORMER E6861 AS REPLACEMENT WHEN PLACED AS RESERVE																							
TYPE 6 FIRE ENGINE																													
B6861	TYPE 6	FUTURE PURCHASE		681	N/A	2023		B6861										B6861											
B6862	TYPE 6 (RESERVE)	2019	FORD	682		USE FORMER FRONT-LINE AS REPLACEMENT WHEN PLACED AS A RESERVE																							
B6863	TYPE 6	FUTURE PURCHASE		683	N/A	2025							B6863											B6863					
TRUCK																													
T6852	QUINT TYPE I	2009	PIERCE	682		2024			T6852																				
WATER TENDER																													
WT6892	WATER TENDER	2005	PETERBILT	682		2022	WT6892																						
AMBULANCE																													
M6821	TYPE 3 AMBULANCE	2021	BRAUN	681		2031												M6821									M6821		
M6822	TYPE 3 AMBULANCE	2020	BRAUN	682		2029												M6822									M6822		
M6823	TYPE 3 AMBULANCE	2021	BRAUN	683		2030																						M6823	
EMERGENCY SERVICE STAFF/LIGHT-DUTY VEHICLE																													
C6800	CHIEF/COMMAND	2020	FORD	ADMINISTRATION		2030												C6800									C6800		
C6806	CHIEF/COMMAND	2020	FORD	ADMINISTRATION		2030													C6806								C6806		
C6807	CHIEF/COMMAND	2021	FORD	ADMINISTRATION		2031													C6807								C6807		
C6808	CHIEF/COMMAND	2008	FORD	ADMINISTRATION		2022	C6808												C6808								C6808		
P6815	FIRE PREVENTION	2021	FORD	ADMINISTRATION		2031													P6815								P6815		
P6816	FIRE PREVENTION	FUTURE PURCHASE		ADMINISTRATION	N/A	2023		P6816																			P6816		
U6841	UTILITY	1999	FORD	681		USE FORMER FRONT-LINE AS REPLACEMENT WHEN PLACED AS A RESERVE																							
U6842	UTILITY			682																									
U6843	UTILITY	2006	CHEVY	683																									
SPECIALIZED VEHICLE																													
USAR-68	UTILITY/CRANE TRUCK	FUTURE PURCHASE		682	N/A	2027													USAR-68									USAR-68	
B68-1	BOAT	2004	Zodiac	682		2023		B68-1											B68-1										
USAR-68-1	USAR EQUIP. TRAILER	2006	HAULMARK	682		REPLACE ON A AS-NEEDED BASIS																							
USAR-68-2	WATER RESCUE TRAILER	FUTURE PURCHASE		682															USAR-68-2										
B68-2	BOAT (RESERVE)	2000	Zodiac	684		USE FORMER FRONT-LINE AS REPLACEMENT WHEN PLACED AS RESERVE																							
S6856	AIR/SUPPORT	2002	FORD	682		USE A FORMER FRONT-LINE AMBULANCE AS A REPLACEMENT																							
S6857	AIR/SUPPORT (TRAILER)	2005	EAGLE	682		DO NOT REPLACE: AIR UNIT NOT OPERABLE (TO BE REMOVED) TRAILER AND GENERATOR REPURPOSED AS EMERGENCY MOBILE POWER SUPPLY FOR STATIONS																							

**UKIAH VALLEY FIRE AUTHORITY
FLEET REPLACEMENT PLAN**

VEH ID	CATEGORY	YEAR	MAKE	STATION	RECOMMENDED REPLACEMENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042
E6881	TYPE I	2018	PIERCE	681	2025				850								850								850	
E6883	TYPE I	2018	PIERCE	683	2026					850							850									850
E6861	TYPE 2	2014	FERRAR A	681	2034								850													
B6861	TYPE 6	N/A	N/A	681	2024		475											475								
B6863	TYPE 6	N/A	N/A	683	2025							475										475				
T6852	QUINT	2009	PIERCE	682	2024			1250											1250							
WT6892	WATER TENDER	2005	PETERB ILT	682	2022	500																500				
M6821	TYPE 3 AMBULANCE	2021	BRAUN	681	2031										300										300	
M6822	TYPE 3 AMBULANCE	2020	BRAUN	682	2029									300										300		
M6823	TYPE 3 AMBULANCE	2021	BRAUN	683	2030											300										300
C6800	CHIEF/COMMAND	2020	FORD	ADMIN	2030									95										95		
C6806	CHIEF/COMMAND	2020	FORD	ADMIN	2030									95										95		
C6807	CHIEF/COMMAND	2021	FORD	ADMIN	2031										95										95	
C6808	CHIEF/COMMAND	2022	FORD	ADMIN	2022	75										95										95
P6815	FIRE PREVENTION	2021	FORD	ADMIN	2031										95										95	
P6816	FIRE PREVENTION	N/A	N/A	ADMIN	2023		40										40									
USAR-68	UTILITY/CRANE TRUCK	2005		682	2027							226														700
B68-1	BOAT	2005	ZODIAC	682	2023		30										25									
USAR-68-2	WATER RESCUE TRAILER	N/A	N/A	682	2027						30															
Numbers in Thousands without Inflation						\$575	\$545	\$1,250	\$850	\$850	\$256	\$475	\$850	\$490	\$490	\$395	\$915	\$1,325	\$1,250	\$0	\$500	\$475	\$0	\$490	\$1,340	\$1,945
Numbers in Thousands with Inflation						\$0	\$572	\$1,344	\$935	\$956	\$295	\$558	\$1,020	\$600	\$613	\$504	\$1,190	\$1,756	\$1,688	\$0	\$700	\$677	\$0	\$723	\$2,010	\$2,966
Cumulative Inflation %						2.50%	5.00%	7.50%	10.00%	12.50%	15.00%	17.50%	20.00%	22.50%	25.00%	27.50%	30.00%	32.50%	35.00%	37.50%	40.00%	42.50%	45.00%	47.50%	50.00%	52.50%

STATION	ADDRESS	CITY	ZIP CODE	RECOMMENDED REPLACEMENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042
TYPE 1 MUNICIPAL FIRE ENGINE																									
Station: 681	1500 S. State St.	Ukiah	95482	2027						Station: 681															
Station: 682	300 Seminary Ave.	Ukiah	95482	2041																				Station: 621	
Station: 683	141 Lovers Ln.	Ukiah	95482	2032											Station: 683										
Station: 684	1301 Talmage Rd.	Talmage	95481	2036																					Station: 684
TYPE 2 FIRE ENGINE																									

STATION	ADDRESS	CITY	ZIP CODE	RECOMMENDED REPLACEMENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042
Station: 681	1500 S. State St.	Ukiah	95482	2027						10															
Station: 682	300 Seminary Ave.	Ukiah	95482	2041																				10	
Station: 683	141 Lovers Ln.	Ukiah	95482	2032											10										
Station: 684	1301 Talmage Rd.	Talmage	95481	2036															10						

Numbers in Millions without Inflation	0	0	0	0	0	10	0	0	0	0	0	10	0	0	0	0	10	0	0	0	0	10	0
Numbers in Millions with Inflation		0	0	0	0	11	0	0	0	0	0	13	0	0	0	14	0	0	0	0	0	16	0
Cumulative Inflation %		2.50%	5.06%	7.69%	10.38%	13.14%	15.97%	18.87%	21.84%	24.89%	28.01%	31.21%	34.49%	37.85%	41.30%	44.83%	48.45%	52.16%	55.97%	59.87%	63.86%		



AGENDA SUMMARY REPORT

SUBJECT: Preliminary Budget discussions, current year objectives and accomplishments

DEPARTMENT: Fire

PREPARED BY: Eric Singleton, Battalion Chief

PRESENTER: _____

ATTACHMENTS:

- 1. Objectives and Accomplishments (2024)

Summary: As we approach the close of the fiscal year, it is time for the Fire Executive Committee to begin our annual review of the current Objectives and Accomplishments, as well as to discuss the priorities and goals for the upcoming year. This is an important opportunity to assess our progress, identify areas for growth, and align our strategies to ensure continued success in meeting the needs of our community.

Background: On July 1, 2017, the City of Ukiah and the Ukiah Valley Fire District entered into a joint powers agreement, formally establishing the Ukiah Valley Fire Authority (UVFA). This collaboration was designed to enhance services to the community by consolidating resources such as funding, equipment, and personnel. As a result, both agencies have been able to deliver more efficient and effective services, benefiting the entire region. The consolidation has strengthened financial stability and expanded service capabilities across all areas served by the UVFA. In 2021, with the support of the City of Ukiah, the Ukiah Valley Fire District implemented an equitable tax overlay to ensure that all those benefiting from UVFA protection contribute equitably to its operations. As the UVFA continues to grow and evolve, we are making ongoing adjustments to meet the demands of the community and manage the rapid expansion of services.

Building on the City of Ukiah's established practices, including annual budget discussions, the City developed a comprehensive Objectives and Accomplishments sheet, which is completed by Staff in each department. This document outlines specific goals and notes the relevant City strategic planning document that the goal aligns with. In this way, goals and accomplishments are tracked to ensure alignment with City-wide strategies. This Objectives and Accomplishments Budget document serves as a tool for tracking progress year after year. The objectives are categorized into near-term, mid-term, and long-term goals, enabling team members to effectively plan and work toward a clear and sustainable future for the Fire Authority.

Discussion: This has been an exceptionally busy year for the Ukiah Valley Fire Authority (UVFA). In fact, this calendar year marks the busiest year to date, with a total of 5,723 calls for service within the fire district. In response to these incidents, the UVFA apparatus responded to 7,804 responses, along with 682 responses from chief officers. Additionally, we coordinated with neighboring agencies through mutual and automatic aid agreements, resulting in 550 apparatus responses, for a total of 9,036 apparatus responses to mitigate emergencies. Despite the strain of maintaining our primary responsibility of emergency response, we have worked tirelessly to accomplish our goals and focus on being proactive in our approach, rather than reactive. The Staff has engaged in numerous discussions about the rapid expansion of the fire department and the corresponding growth in service delivery, emphasizing our commitment to the overall mission of serving our community. We anticipate that the call volume will continue to grow year after year, as our community expands and service demands increase.

As outlined in Attachment #6.b.1, we have provided a comprehensive overview of our current objectives and

accomplishments, highlighting the priority areas identified by the UVFA and tracking their progress since 2021. This document illustrates the strides made in achieving each objective over the past several years. One of our most significant accomplishments, which occurred after the creation of this document, is the successful establishment and implementation of our Interfacility Transfer (IFT) Division. This new service, created through a partnership with Adventist Health, is designed to help stabilize the 911 ambulance system within the county. Although still in its early stages, we are pleased to report that we have units staffed and are actively recruiting to expand our team, increasing the number of IFT units available. This expansion will provide much-needed support to the 911 system, providing faster response times and improving service for those in urgent need of assistance.

As we begin preliminary budget discussions, several key topics have surfaced during Staff meetings. One area of focus is improving communication with our respective boards, councils, and the public. Additionally, we are exploring ways to align our future planning and operations more cohesively as a unified organization. Moving away from the mindset of two separate entities and instead adopting a proactive approach under the banner of "we" will help foster a sense of shared mission and responsibility. As we assess the future needs of the fire department, the conversation will shift to identifying the necessary levels of service and how we can collectively fund the operations we aspire to provide.

Looking ahead, we are excited about the upcoming completion of a Strategic Master Plan, which is being developed by the third-party Center for Public Safety Management (CSPM) and is expected to be finalized in June. This plan will provide valuable insights, helping us identify additional needs, strategies, and long-term planning considerations for the department, ensuring that we are well-prepared for the future challenges and growth ahead.

Recommended Action: Staff recommends that the Fire Executive Committee review the UVFA's objectives and updated accomplishments. The Committee is encouraged to provide feedback and direction, including identifying potential funding sources and strategies for future growth.

BUDGET AMENDMENT REQUIRED: NO

CURRENT BUDGET AMOUNT: N/A

PROPOSED BUDGET AMOUNT: N/A

FINANCING SOURCE: N/A

PREVIOUS CONTRACT/PURCHASE ORDER NO.: N/A

COORDINATED WITH: Douglas Hutchison, Fire Chief

Approved:

Doug Hutchison, Fire Chief

Objectives and Accomplishments
Department: Fire
Division: City Fire (212) & UVFD Fire (214)

NEAR-TERM	Year-Sequence	Objectives	Status	Related Initiatives			Department Comments
				General Plan	Climate	DEI	
2021-1	Represent UVFA's interests in the development & implementation of the County E.M.S. System.	In Progress	Public Facilities, Services and Infrastructure			Goal 1 – Create and sustain a diverse, equitable, and inclusive workplace and workforce that reflects, values, and celebrates the diverse community we serve.	There has been a continuous increase in demand for emergency medical services in the Ukiah Valley. In response, the UVFA has been supplementing the private ambulance industry by cross-staffing ambulances with engine companies, a practice that helps meet service demands. This process began due to ambulance shortages, with UVFA staff taking on dual roles to ensure coverage. In 2024, UVFA added the Interfacility Transfers (IFT) Division to further stabilize the system. Currently, UVFA operates one full-time ambulance dedicated to 911 services but is exploring additional staffing options to minimize the need to down-staff fire engines. These efforts aim to address service shortfalls while ensuring a safe and sustainable future for Ukiah Valley residents. The UVFA is also in ongoing discussions with other public providers and the local EMS Agency to enhance and stabilize emergency medical services in the region, though there is still much work to be done.
2021-2	Identify alternative funding sources & enhance revenue for continued UVFA operations.	In Progress	Economic Development	10a – Protect from dangerous emission by preventing fires.			Through LAFCO, UVFA successfully secured an overlay of the district property tax on the city via an annexation process, bringing approximately one million dollars in additional funding to the fire authority. This has significantly increased the overall budget of the combined district/city fire authority. Additionally, Measure P, a tax measure approved by the County of Mendocino in 2022, is supplying an additional one million dollars to the fire authority over the next decade. UVFA will continue to explore all potential funding avenues, including but not limited to indexing existing property tax measures, implementing new taxes (sales/property), and seeking grant funding to offset specific costs. Given the rising costs and increased demand for services, this will be an ongoing effort to ensure a stable and sustainable fire service for the future.
2022-3	Partner with allied agencies on mitigation for Wildland fires.	In Progress	Safety	10a – Protect from dangerous emission by preventing fires.	4b – Maintain wild lands.		UVFA has been working closely with Cal Fire to reduce the risk of wildland fires in the urban interface areas surrounding the Ukiah Valley. A fuel reduction program, led by Cal Fire, is actively reducing fuel loads and establishing fire breaks along the eastern and western hills surrounding Ukiah. This initiative is part of an ongoing process that will continue for the foreseeable future. Looking ahead, UVFA plans to collaborate with federal agencies, including the Bureau of Land Management (B.L.M.), to further mitigate the fire risk to the Ukiah Valley.
2022-4	Increase total suppression & E.M.S. shift personnel.	In Progress	Safety	10a – Protect from dangerous emission by preventing fires.		Goal 3 – Recruit, retain and advance a community of staff that reflects, values, and celebrates the diversity of the community we serve.	Over the past three years, UVFA has successfully filled all current full-time equivalent (FTE) positions for both fire and ambulance services. Staff is now establishing a hiring list to fill future vacancies as positions become available. Additionally, a part-time staffing list has been developed for ambulance positions to help reduce fatigue and control overtime costs. Due to the ongoing ambulance shortage in the Ukiah area and across Mendocino County, staff is actively developing both current and future staffing plans, including contingency strategies. Although UVFA has increased its total number of FTE positions, staffing levels remain well below the guidelines set by the National Fire Protection Association (NFPA) and the International City and County Managers Association (ICMA). The growing service demands will necessitate further increases in staffing to adequately cover fire, prevention, and EMS services. Ongoing efforts to enhance revenue will be essential to support these staffing needs.
2023-5	Improve the Central Station training facility/grounds.	In Progress	Public Facilities, Services and Infrastructure				The process to enhance the training grounds, props, and training tower has begun, aiming to provide team members with up-to-date training in a positive and safe learning environment. This project will be implemented in phased stages over the next few years. Improvements to the training grounds began three years ago; however, the project has faced significant delays due to fiscal budget constraints. The improvements will continue to be a priority and are expected to progress over the foreseeable future.
2023-6	Re-negotiate the fire dispatch agreement.	In Progress	Public Facilities, Services and Infrastructure				This process is ongoing in collaboration with Cal Fire, the County of Mendocino, and the City of Ukiah. Cal Fire provides services through two separate contracts with both the City and the County.
2024-7	Complete a Fire Mitigation Nexus study for the City & Ukiah Valley Fire District.	Completed	Safety			Goal 6 – Ensure accountability in the implementation of goals and assessment of progress toward outcomes.	The Nexus study is critical to ensuring that the current Fire Mitigation Fees are both adequate and accurate for UVFA's response area. Initially delayed by the Covid-19 pandemic, the study was completed in the fiscal year 2023-24. Along with the completion of the study, there was a corresponding increase in Fire Mitigation Fees to align with the current Consumer Price Index (CPI).

INTERMEDIATE-TERM

2024-8	Develop a Fleet Replacement Master Plan.	Completed	Mobility	10a – Protect from dangerous emission by preventing fires.			Staff and the City of Ukiah Fleet Manager completed the Fleet Replacement Master Plan. This document includes the current fleet's future needs and replacements for the department based on the useful life of the vehicles.
2025-9	Develop UVFA Fuels Crew	In Progress	Environment and Sustainability				UVFA has been awarded a \$7.2 million grant for dangerous fuel reduction in urban areas. The newly formed fuels reduction crew will operate throughout the Ukiah Valley, creating fuel breaks and mitigating the risk of wildland fires. Staff are in the process of hiring all team members, with the position of 'Fuels Crew Superintendent' already filled. Additionally, equipment for the crew is being acquired at various stages, and we anticipate the crew will be fully operational by May 2025.
2021-10	Develop a facilities enhancement plan.	In Progress	Safety	10a – Protect from dangerous emission by preventing fires.		Goal 1 – Create and sustain a diverse, equitable, and inclusive workplace and workforce that reflects, values, and celebrates the diverse community we serve.	Staff is developing this document to include our current needs for our team members and operations and looking at the department's future needs. Additionally, staff has been looking into funding options, including grants.
2021-11	Develop a Strategic Master Plan.	In Progress	Safety	10a – Protect from dangerous emission by preventing fires.		Goal 1 – Create and sustain a diverse, equitable, and inclusive workplace and workforce that reflects, values, and celebrates the diverse community we serve.	UVFA is currently collaborating with the Center for Public Safety Management (CPSM), a third-party provider, to develop the Strategic Plan. This partnership offers our department an unbiased perspective, and we anticipate the plan's completion by June 2025.
2022-12	Index fire-specific revenue sources, including special property taxes, to adjust to inflationary changes annually.	In Progress	Safety	10a – Protect from dangerous emission by preventing fires.			This step is crucial to ensure that revenue sources intended to support a certain level of fire services are adjusted for inflation and remain sufficient to cover evolving costs. Given the significant inflationary pressures on both operating and capital expenses, this objective has become even more critical to address as soon as possible. The Fire Authority will collaborate with the Finance Department to develop and implement a plan to present this item to voters in the near future. Although a measure was proposed in 2024, it unfortunately did not pass. Staff are continuing their efforts on this project, with the goal of presenting a revised measure on the November 2025 ballot.
2021-13	Provide all California Fire Service Training and Education System (CFSTES) certification training internally.	In Progress	Safety				This will be an ongoing process as UVFA works toward completing all CFSTES certifications internally. We have already begun certifying staff as instructors in a variety of courses, with plans to expand this in the coming years.
2021-14	Complete the Center for Public Safety Excellence (CPSE) accreditation process.	In Progress	Safety				The Center for Public Safety Excellence (CPSE) accreditation has been delayed as the pandemic has impacted the availability of services. The process has been postponed; however, UVFA plans to start the accreditation process this year in 2025.

LONG-TERM