



Tracy Rural County Fire Protection District

Board of Directors

Jeff Ramsey
Craig Miller
Matt Kopinski
Pete Reece
John Vieira

Clerk of the Board

Raychel Jackson

Board of Directors – Regular Meeting Agenda Tuesday, April 8, 2025 at 4:00 PM PST

Join Zoom Meeting

<https://us06web.zoom.us/j/81430280608?pwd=cxzGsLHA1BBJ1wKwfskOtwmlBkVhsm.1>

Call In Number: [1 \(669\) 900 6833](tel:16699006833)

Meeting ID: 814 3028 0608

Passcode: 775698

**Location: 835 N. Central Avenue
Tracy, CA 95376
2nd Floor**

1. Roll Call and Pledge of Allegiance

2. Public Comment

Please, give your name, entity (if any), and address as well as what agenda item you wish to speak about to the Clerk of the Board so that your comments may be heard at the appropriate time. Comments must be limited to 3 minutes.

3. Consent Calendar

- 3.1 Adoption of the April 8, 2025 Agenda
- 3.2 Approval of the March 11, 2025 Minutes
- 3.3 Approval of April Warrant List
- 3.4 March Monthly Check Register

4. Regular Agenda

- 4.1 Review and Approve Resolution 2025-09 Affirming Continued Fire District Jurisdiction over Annexed Property
- 4.2 Receive Information on Strategic Plan from Agnew Beck Consulting
- 4.3 Receive Information on Replacement of the SSJCFR Radio System
- 4.4 Receive Updated Information Regarding Station Maintenance Issues

5. Committee Reports

- 5.1 JPA Representative Report

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Mailing address: 793 S. Tracy Blvd. #298, Tracy, CA 95376

(209) 834-7269

www.tracyruralfire.org

6. Informational Update

6.1 Fire Chief's Update

7. Public Comment

For any items not on the agenda.

8. Board Member Comment

For any items not on the agenda and requests for future agenda items. No action will be taken on any questions or matters raised by the Board at this time.

9. Adjournment until Next Regular Session – May 13, 2025

Compliance with the Americans with Disabilities Act (US Code Title 42) – Assistance for Those with Disabilities: If you have a disability and need accommodation to participate in the meeting, please contact the Administration Office (209-834-7269) or email (raychel.jackson@tracyruralfire.org) at least 72 hours prior to the meeting to inform us of your needs and to determine if accommodation is feasible.



Tracy Rural County Fire Protection District

Board of Directors – Regular Meeting Minutes Tuesday, March 11, 2025 4:00 PM

1. Roll Call and Pledge of Allegiance

Chairman Ramsey called the meeting to order at 4:01 pm. Jeff Ramsey, Pete Reece, Craig Miller and John Vieira present; Matt Kopisnki absent.

2. Public Comment

Engineer Justin Legasa with T91 spoke on the importance of the radio system.

3. Consent Calendar

3.1 Adoption of the March 11, 2025, Agenda

3.2 Approval of the February 11, 2025, Minutes

3.3 Approval of March Warrant List

3.4 February Monthly Check Register

- Motion was made by Director Miller seconded by Director Reece to accept Consent Calendar 3.1-3.3. Motion passed.
- Motion was made by Director Reece seconded by Director Miller to accept Consent Calendar 3.4. Motion passed.

4. Regular Agenda

4.1 Receive Information on Replacement of the SSJCFA Radio System

- Report was provided by Eric Oliveri, Deputy Chief.

4.2 Receive Information on Developing a Strategic Plan

- Report was provided, no action taken.

4.3 Receive Updated Information Regarding Station Maintenance Issues

- No Action Taken.

5. Committee Reports

5.1 JPA Representative Report

- Chairman Ramsey provided a report from the February 12, 2025, JPA Regular Board Meeting – approved a PSA between SSJCFA and Apex Technology Management to provide information Technology Managed Services; approved a purchase of 22 Cradlepoint network router, antennas; approved a PSA with

Schack and Company Inc. re Fire Training Facility; elect Pete Reece to serve as Chairperson and Steve Abercrombie to serve as Vice-Chairperson; moved meetings to second Thursday of every months at 4pm; introduced and conduct the first reading of the SSKCFA ordinance for the adoption of a revised Master Fee Schedule; and adopt a resolution authorizing the Fire Chief to enter into a JPA with City of Stockton and City of Lodi to form CENCAL Fire EMS Authority and appointed Jeff Ramsey as primary rep to serve on board.

6. Informational Update

6.1 Fire Chief's Update

- Chief Bradley provided the monthly report based on the Fire Chief Update dated March 10, 2025, that was provided to the Board of Directors and staff at the meeting.

7. Public Comment

No Public Comment.

8. Board Member Comment

No Board Member Comment.

9. Closed Session

No Action Taken.

10. Meeting Adjournment at 5:49 pm.

Raychel Jackson

Raychel Jackson, Clerk of the Board

April 2, 2025

TRACY RURAL COUNTY FIRE PROTECTION DISTRICT -- 49501 -- April 8, 2025

GENERAL OPERATING FUND	AMOUNT	ACCOUNT	VENDOR #
PETE REECE 30421 KOSTER ROAD TRACY, CA 95304	\$ 488.67	6226010900	0000010849
MATT KOPINSKI 33969 S. KOSTER ROAD TRACY, CA 95304	\$ -	6226010900	0000101809
CRAIG MILLER 5336 W. DURHAM FERRY ROAD Tracy, CA 95304	\$ 162.89	6226010900	0000105820
JEFF RAMSEY 27722 S. BIRD ROAD TRACY, CA 95304	\$ -	6226010900	0000098549
JOHN VIEIRA 19700 SOUTH LAMMERS ROAD TRACY, CA 95304	\$ 162.89	6226010900	0000010852
BERRETH LAW GROUP 2020 WEST KETTLEMAN LANE, SUITE E LODI, CA 95242		6221005100 6221005120 6221005130	0000110532 GOVERNANCE Litigation
Total	\$ -		
South County Fire Authority 835 N. Central Ave Tracy, CA 95376		6221005110	0000094467
City of Tracy 333 Civic Center Plaza Tracy, CA 95376		6221005110	0000001142
HdL Coren & Cone 120 S. State College Blvd. Suite 120 Brea, California 92821		6238000000	0000095531
TOTAL FOR GENERAL OPERATING FUND	\$ 814.45		

TRACY RURAL COUNTY FIRE PROTECTION DISTRICT -- 49591 -- April 8, 2025

CAO RESERVE FUND 49591	AMOUNT	ACCOUNT	VENDOR #
Community First National Bank 215 Seth Child Rd. Manhattan, KS 66502		6331000100.00 6331000100.00	. 0000102922 . 0000102922
<i>Total</i>			
Tracy Rural Fire Protection District 793 S. Tracy Blvd. #298 Tracy, CA 95376		6221017700	. 0000072682
TOTAL CAO FUND 49591	\$0.00		

SIGNATURES OF BOARD MEMBERS

PETE REECE, DIRECTOR

JOHN VIEIRA, DIRECTOR

MATT KOPINSKI, DIRECTOR

JEFF RAMSEY, CHAIR

CRAIG MILLER, VICE CHAIR

TRACY RURAL COUNTY FIRE PROTECTION DISTRICT -- Tri Counties Bank -- April 8, 2025

GENERAL OPERATING FUND	AMOUNT	ACCOUNT	DIRECT DEPOSIT
JEFF RAMSEY 27722 S. Bird Road TRACY, CA 95304	\$ 814.45	Tri Counties Bank - Operating	Yes
MATT KOPINSKI 33969 S. KOSTER ROAD TRACY, CA 95304	\$ 488.67	Tri Counties Bank - Operating	Yes
TOTAL FOR GENERAL OPERATING FUND	\$ 1,303.12		

Balance Sheet
Tracy Rural Fire Protection District
As of March 31, 2025

Distribution account	Total
Assets	
Current Assets	
Bank Accounts	
Bank of Stockton-Capital Outlay	
Bank of Stockton-Operating	
Bank of Stockton-Retirement	
CA CLASS - Capital	1,158,269.29
CA Class - FFF	515,996.02
CA Class - Reserves	1,108,497.63
Fund 49501 - Operations	2,956,115.53
Fund 49512 - Retirement Buyout	18,893.92
Fund 49515 - Fire Facility Fees	69,301.70
Fund 49519 - Emergency Reserve	1,110,711.00
Fund 49554 - Fire Health Res	
Fund 49581 - Smoothing Reserve	
Fund 49591 - Capital Outlay Res	268,623.29
Petty Cash	
Tri Counties Bank - Capital Improvement	84,228.65
Tri Counties Bank - Operating	496,005.47
Tri Counties Bank - Retirement Leave	5,523.25
Total for Bank Accounts	\$7,792,165.75

TRACY RURAL COUNTY FIRE PROTECTION DISTRICT

Cleared Transactions for All Bank Accounts

March 2025

TRANSACTION TYPE	DATE	VENDOR	MEMO/DESCRIPTION	SPLIT	AMOUNT
CA CLASS - Capital					
Deposit	03/31/2025		Interest Earned	CA CLASS - Capital Investment:Interest	4,307.55
Total for CA CLASS - Capital					\$4,307.55
CA Class - FFF					
Deposit	03/31/2025		Interest Earned	CA Class - FFF Investment:CA Class - FFF Interest	1,918.97
Total for CA Class - FFF					\$1,918.97
CA Class - Reserves					
Deposit	03/31/2025		Interest Earned	CA Class - Reserves Investment:CA Class - Reserves Interest	4,122.46
Total for CA Class - Reserves					\$4,122.46
Tri Counties Bank - Capital Improvement					
Check	03/05/2025	Community First National Bank	2021 Pierce Pumper, Lease Number 82114	Apparatus / Equipment:Apparatus:Engine Loan	-112,437.72
Deposit	03/31/2025		Interest Earned	TCB Capital:Interest	4.21
Total for Tri Counties Bank - Capital Improvement					\$ -112,433.51
Tri Counties Bank - Operating					
Check	03/05/2025	Patriot Pest Managment		-Split-	-388.00
Check	03/05/2025	Delta Disposal Service		-Split-	-361.10
Check	03/10/2025	Special District Financial Services, LLC	February	Business Office Services	-5,064.61
Check	03/10/2025	M3 Insurance	Inv, 5571	Insurance - General Liability	-56,130.00
Check	03/10/2025	Patriot Pest Managment		-Split-	-290.00
Check	03/10/2025	Advanced Tech 209 Inc		-Split-	-1,720.00
Check	03/10/2025	City of Tracy		Utilities:Station 4	-262.32
Check	03/10/2025	Collucutt Energy		Building Maintenance Fund:Station 4	-5,710.31
Check	03/10/2025	Delta Disposal Service		Utilities:Station 3	-240.00
Check	03/10/2025	City of Tracy		Utilities:Station 5	-408.29
Check	03/10/2025	Berreth Law Group		Legal Services:General	-3,504.75
Check	03/10/2025	Van Unen Miersma Propane	Inv. 9059785	Utilities:Station 3	-1,210.83
Check	03/10/2025	EcoWater Systems		Utilities:Station 3	-65.00
Check	03/10/2025	Jeff Ramsey	February Stipend	Directors Fees:Jeff Ramsey	-325.78
Check	03/10/2025	Matthew Kopinski	February Stipend	Directors Fees:Kopinski, Matt	-325.78
Check	03/26/2025	Tri Counties Bank Credit Card	Feb Credit card payment	TCB Credit Card	-5,514.23
Check	03/31/2025		Service Charge	Service Charge	-170.07
Deposit	03/31/2025		Interest Earned	TCB Operating:Interest	24.05
Total for Tri Counties Bank - Operating					\$ -81,667.02
Tri Counties Bank - Retirement Leave					
Deposit	03/31/2025		Interest Earned	TCB Capital:Interest	0.23
Total for Tri Counties Bank - Retirement Leave					\$0.23

TRACY RURAL COUNTY FIRE PROTECTION DISTRICT

Cleared Transactions For Tri Counties Bank Credit Card

March 2025

TRANSACTION TYPE	DATE	VENDOR	MEMO/DESCRIPTION	SPLIT	AMOUNT
TCB Credit Card					
Credit Card Expense	03/01/2025	ProTech		Utilities:Station 5	70.00
Credit Card Expense	03/06/2025	AT&T		Office Expense:Phone	443.94
Credit Card Expense	03/06/2025	Fancy Donuts	donuts for CSDA chapter meeting	Miscellaneous	37.95
Credit Card Expense	03/08/2025	Zoom		Office Expense	10.00
Credit Card Expense	03/17/2025	Melissa's Florist	Robert Hayes Funeral	Miscellaneous	286.86
Credit Card Expense	03/24/2025	Bill's Mower & Saw	lawnmower repair	Building Maintenance Fund:Station 4	186.53
Check	03/26/2025	Tri Counties Bank Credit Card		Tri Counties Bank - Operating	-5,514.23
Total for TCB Credit Card					\$ -4,478.95



**Tracy Rural County
Fire Protection District**

Agenda Item 4.1

STAFF REPORT

Meeting: Regular Meeting
Date: April 8, 2025
To: Board of Directors
Prepared by: Randall Bradley, SSJCFA Fire Chief
Approved by: Jeff Ramsey, Chairperson

Re: Resolution Affirming Continued Fire District Jurisdiction Over Annexed Property

RECOMMENDATION

Action Item Non-Action Item

Approve the attached resolution affirming that the Tracy Rural Fire District shall continue to provide fire protection and emergency services to the property annexed by the City of Tracy as part of the Costco development project.

BACKGROUND

The City of Tracy has initiated the annexation of a 104.46-acre property located at 16000 West Schulte Road, designated for industrial use, including a future Costco development. The annexation process requires approval from the San Joaquin County Local Agency Formation Commission (LAFCO). The City's resolution explicitly requests annexation without detachment from the Tracy Rural Fire District.

LAFCO has requested formal confirmation from the Tracy Rural Fire District that it concurs with remaining the fire service provider for the annexed area. Approving this resolution ensures that the District, in partnership with the City of Tracy through the South San Joaquin County Fire Authority, maintains its jurisdiction and continues providing fire protection and emergency services to the annexed property.

DISCUSSION

The proposed resolution affirms the District's support for continued service jurisdiction over the annexed area, ensuring no disruption to fire protection and emergency response capabilities. The decision aligns with:

- The City of Tracy's request for annexation without detachment from the Fire District.



Tracy Rural County Fire Protection District

- The Tracy Rural Fire District and the City of Tracy's joint provision of fire protection through the South San Joaquin County Fire Authority.
- The District's long-term planning and service obligations.
- The need to preserve fire protection revenue streams for the District.

This action formalizes the District's position and allows LAFCO to proceed with the annexation process without ambiguity regarding fire service jurisdiction.

FISCAL IMPACTS

The City of Tracy fiscal analysis indicates new development will generate approximately \$941,910 of new annual property tax revenue for the District.

ATTACHMENTS

1. Draft Resolution No 2025-09



Tracy Rural County Fire Protection District

Resolution No. 2025-09

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TRACY RURAL FIRE DISTRICT AFFIRMING CONTINUED FIRE DISTRICT JURISDICTION OVER ANNEXED PROPERTY AT 16000 WEST SCHULTE ROAD

WHEREAS, the City of Tracy has initiated an annexation process for a 104.46-acre property located at 16000 West Schulte Road, identified as Assessor's Parcel Number 209-230-02 (the "Property"); and

WHEREAS, the Tracy Rural Fire District ("District") and the City of Tracy jointly provide fire protection and emergency services through a joint powers agreement establishing the South San Joaquin County Fire Authority; and

WHEREAS, the District has historically provided fire protection and emergency services to the Property; and

WHEREAS, the City of Tracy's Resolution No. 2025-XX requests that the annexation occur without detachment from the Tracy Rural Fire District; and

WHEREAS, the San Joaquin County Local Agency Formation Commission (LAFCO) has requested formal confirmation from the District regarding its continued jurisdiction over the annexed property; and

WHEREAS, it is in the best interests of the District and the community to maintain fire protection and emergency services jurisdiction over the Property through the South San Joaquin County Fire Authority.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Tracy Rural Fire District as follows:

1. The Tracy Rural Fire District affirms that it shall continue to provide fire protection and emergency services to the annexed property at 16000 West Schulte Road.
2. The District agrees that the annexation of the Property into the City of Tracy shall occur without detachment from the Tracy Rural Fire District.
3. The District Clerk is directed to communicate this resolution to LAFCO and the City of Tracy to facilitate the annexation process.
4. This resolution shall take effect immediately upon its adoption.

PASSED, APPROVED AND ADOPTED this 8th day of April 2025.

ATTEST:

Jeff Ramsey, Chairman of the Board

Raychel Jackson, Clerk of the Board



Tracy Rural County Fire Protection District

Agenda Item 4.2

STAFF REPORT

Meeting: Regular Meeting
Date: April 8, 2025
To: Board of Directors
Prepared by: Raychel Jackson, District Clerk
Approved by: Jeff Ramsey, Chairperson
Re: Strategic Planning Proposal from Agnew Beck Consulting

RECOMMENDATION

Action Item ___ Non-Action Item X ___

It is recommended that the Board of Directors receive the proposed strategic plan from Agnew Beck Consulting and provide staff with further direction.

BACKGROUND

On March 11, 2025, the Board of Directors requested staff obtain proposals from consulting firms to develop a strategic plan for TRFD. Agnew Beck Consulting, a community development consulting firm with extensive experience in strategic planning for public service districts, submitted a proposal dated March 21, 2025, outlining their approach to developing a collaborative and actionable strategic plan for TRFD. They have also provided strategic plans for other special districts, further demonstrating their expertise in this area. The proposal includes detailed tasks, timelines, and cost estimates to guide the strategic planning process.

DISCUSSION

The purpose of this report is to present the strategic planning proposal submitted by Agnew Beck Consulting for the development of a five-year strategic plan for the Tracy Rural County Fire Protection District. The proposal overview consists of the following tasks: 1. Discovery Phase, which includes coordination of meetings with staff, board members and partners, perform research and gather stakeholder input; 2. Planning Phase, which includes facilitating a one day in person workshop; and 3. Production Phase, which includes developing and refining a draft strategic plan, collaborate with staff and board for final feedback and produce final document. Proposed timeline is approximately 4 months with an estimated cost of \$18,100.

FISCAL IMPACTS

Proposed Cost for Strategic Plan is \$18,100.00.

ATTACHMENTS

1. Proposed Strategic Plan from Agnew Beck Consulting.



AGNEW
::BECK

Strategic Planning Services

Proposal submitted to Tracy Rural County Fire Protection District

Proposal submitted by Agnew::Beck Consulting
March 21, 2025



www.agnewbeck.com | Anchorage, AK | Soldotna, AK | Boise, ID | Truckee, CA

March 21, 2025

Board of Directors

Raychel Jackson, CSDM

Clerk of the Board

Tracy Rural County Fire Protection District

Via Email



Dear Board of Directors,

Thank you for the invitation to submit the following proposal for strategic planning services. We are excited about the opportunity to work with Tracy Rural County Fire Protection District (District / TRFD) to develop a collaborative plan that outlines key priorities over the next five years. Since 1945, TRFD has demonstrated a strong commitment to safeguarding the rural communities surrounding Tracy, California. We hope that our work together will help the Board develop a clear and actionable strategic plan to strengthen operational efficiency, enhance regional coordination, and ensure that TRFD continues to meet the evolving needs of your growing community.

Agnew::Beck (A::B) is a community development consulting firm with offices and teams in the Auburn/Truckee area, Boise, Idaho, and Anchorage, Alaska and has been helping government and non-profit organizations build stronger futures for the past 22 years. Our team has extensive experience working with special districts, fire departments, joint power authorities and rural local government which we believe makes us ideal partners for this work.

We have outlined a preliminary scope of work and a cost estimate to support the Tracy Rural Fire Protection District in navigating the road ahead. Please do not hesitate to contact us with any questions or to discuss modifications to this initial proposal for strategic planning services.

Sincerely,

A handwritten signature in black ink that reads "Ellen Campfield Nelson".

Ellen Campfield Nelson, Principal: Owner
802 West Bannock Street, Suite 305, Boise, ID 83702
ellen@agnewbeck.com | 208.342.3976

A handwritten signature in black ink that reads "Seana Doherty".

Seana Doherty, Senior Manager
10418 Donner Pass Road, Suite C, Truckee, CA 96161
seana@agnewbeck.com | 530.386.2940

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Scope of Work

The following scope of work outlines Agnew::Beck's (A::B) proposed approach for services to support the Tracy Rural County Fire Protection District (District/TRFD) with developing its first 5-year strategic plan. Our goal is to facilitate a successful, highly collaborative, and streamlined process that includes staff, board, and regional partner perspectives.

We understand that a strategic planning process is a big commitment for an organization. Our experience has shown that the process, if done in a collaborative way, saves money and time down the road by creating an agreed upon set of priorities that both staff, board and external stakeholders understand and support.

Project Understanding

Based on our conversations with Raychel Jackson, it is our understanding that TRFD has built a strong foundation of trusted operations and service for Tracy and surrounding communities and has grown substantially over the last 4-5 years. We understand the strategic planning process comes at a time when the district has experienced significant growth, and that more growth is on the horizon. We also recognize the importance of a plan that takes in to account the relationships and participation in and with the South San Joaquin County Fire Authority and the City of Tracy. We also understand that the rural region and the City of Tracy are experiencing tremendous growth, and this puts pressure on fire service to expand services to meet growing needs. We also know that with opportunities for growth, the Board will need to make decisions about priorities in a way that is sustainable for the district. An example of current opportunities on the horizon, based on conversations with Raychel, include topics such as new stations, ambulance service at stations, equipment purchases and maintenance, developments such as Pacific Gateway, and Joint Powers opportunities with surrounding locales to name a few. Because of these factors, we believe now is an excellent time for the Board to develop a five year strategic plan in order to create a roadmap for the future they want to see for the district.

Based on this conversation and preliminary review of background materials, we built our scope of work under the following assumptions:

- **Current Plan:** TRFD is not currently operating under its own strategic plan.
- **Staffing:** Because the District has only one administrative staff member at this time, we will design a process and plan that is nimble and easy to execute given staff and board capacity.
- **Board Support:** The board is in support of conducting this strategic planning process.
- **Budget:** We understand that TRFD is interested in keeping strategic planning services under \$20,000.
- **Final Product:** The desire is to create a strategic plan document that meets the district where it's at, accounts for the significant growth in recent years, and provides a roadmap for staff, board and community. Designed to be both inspiring and actionable, the plan will not only outline key priorities and action areas but also provide a cohesive framework for how to drive priorities based on agreed upon organizational goals.

Overview of Tasks

We have outlined a scope of work based on three (3) tasks listed below. While the process will be inclusive of each phase, the activities associated with each task may vary depending on TRFD priorities and budget.

Task 1: DISCOVERY PHASE (Project Coordination, Research and Input) | April-May 2025

Project coordination includes a project kick-off meeting and bi-monthly check-in meetings with a project team that includes staff and one board member. These meetings will focus on coordination and moving work forward. Expect approximately 5 hours of meetings during the project timeframe.

In this task, we will conduct research and stakeholder input to inform the process and prepare for the strategic planning workshop. Research will include looking at other strategic plans in the area, district documents and budget, Board governance documents, data and growth projections as well as other relevant materials to be determined.

Part of the discovery phase of the strategic planning process includes gathering input from the Board and key partners to understand the current opinions about what the district is doing well, key opportunities for the future and where there are opportunities for improvements. We included 12 interviews in our budget which include the Board, staff and external partners as determined by the board. These interviews would take place one-on-one, via a virtual platform or via phone.

Task 2: PLANNING PHASE (Workshop Preparation and Facilitation) | June 2025

In Task 2, we will work with the project team to design an effective agenda and set of materials for the board strategic planning workshop. This task will include a 1-day in-person session with the Board.

Below is an example agenda for the 1-day workshop:

Agenda Overview

Provided below is a general outline of the agenda for the strategic planning session.

- Context and Ground Setting
 - Summary of research and input, review current conditions, review comparable organizations, define strategic framework, board and staff updates on current “State of the State” of the organization, and opportunities ahead.
- Define Roadmap for the Next Five Years
 - Vision
 - Update Mission, Core Values
 - Define
 - Strategic Focus Areas
 - Goals/Outcomes
 - Tactics

Task 3: PRODUCTION (Strategic Plan Development) | June 2025

In task 3, the A::B team will work with the project team to summarize workshop feedback into a draft strategic plan. The expectation is that staff will meet one-on-one with each board member to collect input on the draft plan. We have found that providing an initial draft to staff and having them work directly with the Board to finalize the plan builds the capacity and ownership of the final document. Once the final draft is vetted internally by staff and the Board, A::B will update the draft into an externally facing document. Graphic elements to be included depend on the budget for this task. A::B does have a design team that can be leveraged if additional graphic elements are requested. The final product will be a full strategic plan document developed using a Word format so that staff can easily edit.

**Proposed Strategic Planning Schedule
(subject to change based on timing of Task 2, Board Workshop)**

Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25
TASK 1: Project Coordination, Research, and Stakeholder Input					
			■		
TASK 2: Workshop Facilitation (Dates TBD)					
				●	
TASK 3: Strategy Plan Development					
					■
● = workshop ■ = key product delivered					

Cost Estimate

The following outlines an initial cost estimate based on requested services. This budget is based on hourly rates for staff as follows:

- Lead Facilitator/Project Manager: \$200/hr.
- Facilitation Support/Project Coordinator: \$150/hr.

Tracy Rural County Fire Protection District Strategic Planning Services	Budget Total
Task 1: Discovery Phase	\$ 5,600
<p>1A. Project Coordination: Meet with a project team (staff and 1 board member) to manage strategic planning process. Budget includes approximately 5-6, 1-hour meetings on zoom.</p> <p>1B. Organizational Research and Input: Review nonprofit organizational systems to understand strengths, challenges, opportunities, and threats. Conduct interviews with current staff, board, and partner agencies to understand current situation, opportunities and goals for the organization. Includes up to 11 interviews.</p>	
Task 2: Planning - Board + Staff Workshop	\$ 7,000
<p>2A. Workshop: Facilitate 1-day in-person (6-7 hours) workshop with board and staff to set priorities. Develop meeting materials that include a summary of findings from the discovery phase, agenda, and process for the workshop session. Summary notes from the planning session will be provided. Includes two staff, 2 days including travel time.</p>	
Task 3: Produce a Strategic Plan Document	\$ 5,000
<p>3A. Final Report: Draft a strategic plan based on feedback from the board sessions.</p>	
<p>Travel Expenses Includes: mileage @ Federal rate of .65 per miles. (estimate 140 miles RT). Includes travel to workshop for two people, lodging, meals.</p>	\$ 500
TOTAL	\$ 18,100

This estimate is good for 90 days from the date of the estimate.

Agnew::Beck Qualifications

Firm Overview



Agnew::Beck (A::B) is an award-winning, cross-disciplinary consulting firm recognized for skills in strategic planning, capacity building, facilitation and engagement, business planning, analysis, and project implementation. Our team thrives on working in partnership with clients and their communities to find solutions to complex issues. In 2022, we celebrated 20 years of working to gather insights, approach problems creatively, build consensus, forge ways forward, and help communities respond to change and opportunity. From our offices in California, Idaho, and Alaska, we are engaged throughout the Mountain West on projects that advance our vision of “thriving, equitable communities.”

Our firm’s areas of specialty include:













- Program evaluation and assessment
- Business planning, strategic planning, and organizational development
- Capacity building and technical assistance
- Public and interested party engagement, communications, and facilitation.
- Economic development strategies and projects
- Rural and mountain resort town community development

By combining creativity and vision with practical implementation, Agnew::Beck helps clients accomplish short-term objectives and set out a clear path for long-term success. We are committed, passionate, and practical partners, working together to identify and tackle a project’s most important issues with smart, effective solutions, and with community stakeholders at the center of the process.

“Engage, Plan, Implement” is our approach to helping people, places, and organizations get beyond ideas and make things happen.



A::B Technical Skills

 Quantitative data analysis	 Facilitation and public engagement	 Policy analysis	 Financial modeling and business planning
 Qualitative data analysis	 Communications and graphic design	 Draft plans	 Organizational and strategic planning
 Research and best practices	 Supporting and growing coalitions	 Capacity building	 Grants and sustainable funding

Relevant Project Experience

Our team has years of combined experience working with local government, special districts and Joint Powers of Authorities to develop effective strategic plans. We bring a depth and breadth of experience to this project through our team’s diverse backgrounds which includes collaborative and inclusive facilitation, community engagement, program evaluation, and a strong grasp of the local context.

The following projects highlight strategic planning efforts we have worked on that are relevant to the Tracy Rural Fire Protection District strategic planning process.

Olympic Valley Public Service District

Current | Agnew::Beck is working with the new General Manager and the Board of Directors of the Olympic Valley Public Service District, a special district which oversees water, sewer, and **fire services** for a rural region near Lake Tahoe. As part of this process, our team interviewed the entire staff, including the fire department, as well as the board to gather input on the agency's priorities for the next five years. Key factors in this work include addressing significant development growth in the Valley, consolidating regional fire services, acquiring a nearby water agency, and helping the board establish a plan that is responsive to future needs.



Truckee Tahoe Airport District Strategic Planning Process

2022-2023, 2025 | Agnew::Beck worked with Truckee Tahoe Airport District in 2022/2023, a special district, over the course of 18 months to create the district’s first strategic plan. The strategic planning process included interviewing 32 staff members, helping the board clarify their roles and responsibilities, defining a new set of organizational core values, guiding principles, and vision. Currently our team is working with the Board and General Manager to update the 2023 strategic plan through a series of facilitated workshops. The **small airport is a major hub for CalFire**. Below is an example of the district’s strategic plan.

STRATEGIC PLAN STRUCTURE

The 2023 Strategic Plan was built on the same framework used to structure the 2022 TTAG Budget. The structure for both the 2023 Budget and 2023 Strategic Plan include four strategic focus areas:

- Economic Viability
- Operational Efficiency
- Natural Resource Conservation
- Social Responsibility

The structure, known as the BONS model, was created by the Airport Council Association as a holistic approach to managing an airport so as to ensure the integrity of the Economic viability, Operational efficiency, Natural resource conservation and social responsibility (BONS) of the organization. The TTAG Board of Directors, early in the strategic planning process decided to use the BONS framework to align with the approved budget structure.

For each of the four strategic focus areas a set of goals and strategies have been developed (see pages 12-16). These goals and strategies will be tracked by staff in a Work Plan tool shown in Attachment A which outlines the schedule and responsibilities for each goal and strategy. The Board will be regularly updated on progress being made in each of the goal areas.

Figure 5: Strategic Plan Focus Areas

ECONOMIC VIABILITY
Operate a fiscally responsible District and contribute measurable community investments to the region.

OPERATIONAL EFFICIENCY
Effectively and safely operate the District.

NATURAL RESOURCE CONSERVATION
Commit to climate-resilient practices and act to preserve and enhance the natural environment.

SOCIAL RESPONSIBILITY
Work to be a good neighbor and community partner for District and community residents.

Truckee Tahoe Airport District 2023-2026 Strategic Plan 63

Sierra Business Council Wildfire Task Force Strategy Development and Facilitation Services

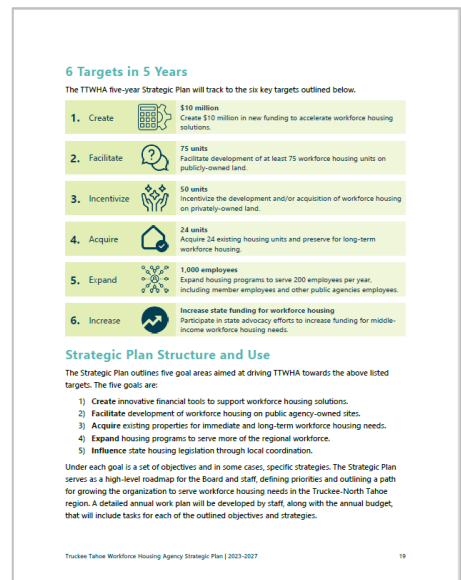
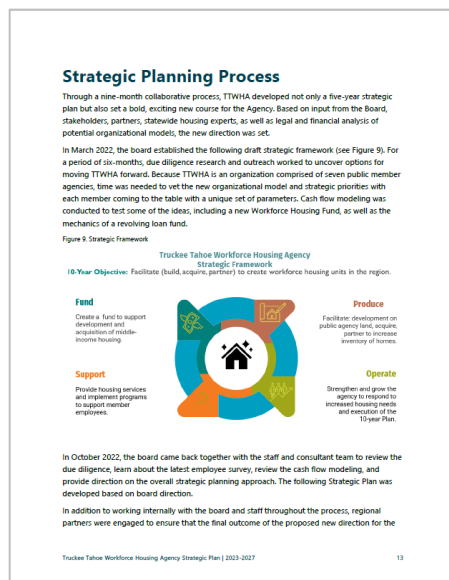
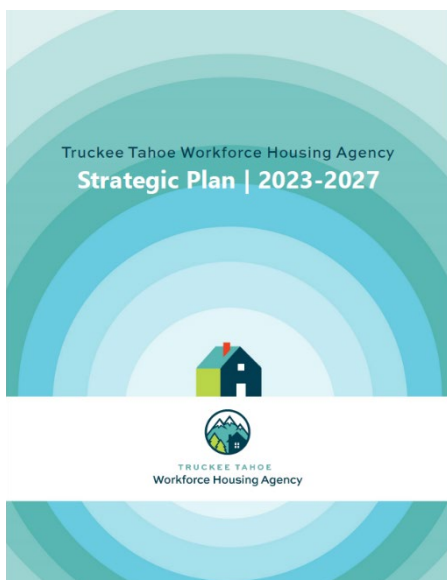
2024-2025 | Agnew::Beck is working with the Sierra Business Council to provide strategy development and facilitation services in the creation of workforce and career development strategies for the California Wildfire and Forest Resilience Task Force to incorporate in to the State’s 2-25 Wildfire and Landscape Resilience Action Plan. This work, encompassing interviews, surveys, virtual workshops, and final recommendations, engages the state’s leading fire suppression, mitigation, forest resiliency, and tribal organizations to ensure a comprehensive and equitable process in gathering the most relevant and important ideas around supporting and elevating our fire industries workforce throughout the career lifecycle.

Truckee Tahoe Workforce Housing Agency Strategic Planning + Organizational Development

2022-2023 | Agnew::Beck was hired to help the newly formed Truckee Tahoe Workforce Housing Agency (TTWHA), a Joint Powers Authority (JPA) focused on workforce housing, to define its business model and strategic direction. As a JPA comprised of seven public member agencies, TTWHA required a collaborative, consensus-driven process to establish a unified vision and operational framework.

Through a year-long process, TTWHA developed a five-year strategic plan that set a bold new course for the agency. The plan was shaped by input from the Board, stakeholders, partners, statewide housing experts, and legal and financial analysis of potential organizational models. The process began with a draft strategic framework, followed by additional research and outreach to identify and refine viable organizational models and strategic priorities. Given the complexity of working within a JPA structure, the process involved multiple iterations to align the new model and priorities with the needs of each member agency.

The final strategic plan is available here: [Strategic Plan — TTWHA \(ttjpa.org\)](https://ttjpa.org/Strategic-Plan)



Other Strategic and Action Planning Work Examples

To show the breadth of our strategic planning experience with diverse organizations, we've included some supplemental projects we have worked on that are like the TRFD's request for services. Further details about the following projects can be provided upon request.

- Wildfire Resiliency Workforce and Career Development Project (current): Working with the Sierra Business Council and the California Wildfire Task Force to update priorities around workforce and career development in the wildfire resiliency sector as part of a 2025 state-wide action plan.
- Sierra Business Council—Wildfire and Forest Resiliency Task Force, Workforce Strategy Development Services | Current
- Mammoth Mountain Community Foundation Capacity Building and Strategic Planning Services | Current

References

Below is a list of project references from similar work we have completed in the Truckee-Tahoe Region.

Charley Miller | General Manager, Olympic Valley Public Service District (includes rural Fire Dept)

(530) 583-4692, ext. 204 | cmiller@ovpsd.org

Related project: OVPSD 2025 Strategic Planning process (in progress)

Robb Etnyre | General Manager, Truckee Tahoe Airport District

(530) 608-8909 | robb.etnyre@truckeetahoeairport.com

Related project: Truckee Tahoe Airport District Strategic Plan

Kristin York | Vice President, Sierra Business Council

530.582.4800 | kyork@sierrabusiness.org

Related project: California Jobs First – Eastern Sierra Region Strategic Plan

Eric Clark | President, Mammoth Mountain Community Foundation

970.531.0732 | eclark@mammothresorts.com

Related project: Capacity Building Services and Strategic Planning

Management of Project Scope, Timeline, and Budget

Agnew::Beck employs the following practices to ensure we develop projects according to a reasonable and agreed-upon scope of work, timeline, and budget that is maintained through strong coordination and frequent communication from our team.

Regular Status Reporting

Good communications and regular status reporting are keys to the success of any project. This should include a partnership between the client and Agnew::Beck project managers, with regular check-ins aimed at addressing project issues on a timely basis and providing leadership and direction to the project team.

Scope Management

At the beginning of a project, and sometimes mid-way, it is not uncommon for the scope of a project to change as more is learned. However, changes in scope can have an impact on a project's budget and timeline, and it is important to set up a clear process for addressing and mitigating the overall impact of changes. The Agnew::Beck project manager will work directly with the client project manager to identify and discuss potential scope changes as needed to achieve the project's objectives. The Agnew::Beck project manager will also alert the client project manager of any perceived changes or risks to scope immediately. Our team will work with the client project manager to document any agreed-upon changes to the project scope, and the corresponding changes in budget and timeline.

Timeline Management

Our team will work with the client project manager to develop a detailed project timeline highlighting key milestones, intermediary goals and deliverables for the project. This tool will assist the collective project team with keeping the project on schedule and scope. The Agnew::Beck project manager will work closely with the client project manager to evaluate and address any unexpected delays that could have an impact on the project scope and timeline. Our team will communicate any potential changes to the timeline, due to internal or external factors, to the client project manager as they occur, or in anticipation, and together will adjust the project timeline and/or scope accordingly.

Budget Management

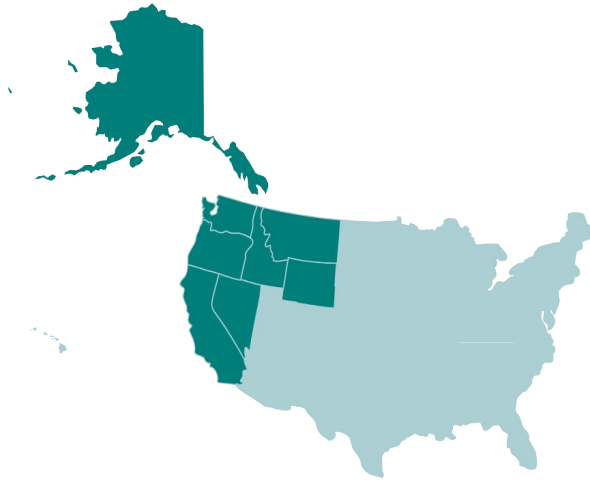
When creating the project budget, Agnew::Beck estimates the level of effort a project is anticipated to require on a task-by-task basis. At the aggregate level, the project budget outlines the total funding available for the project based on the scope outlined in this document. It is important to note, however, that some project tasks can take longer than originally anticipated while others can take less time. Agnew::Beck reserves the right to modify the amount budgeted to an individual task while staying within the original total budget.

All time at Agnew::Beck is captured through our timekeeping software and can be monitored weekly to ensure our team remains on budget. If changes in scope or delays in the project timeline present a risk to the total project budget, the Agnew::Beck project manager will notify the Agnew::Beck managing principal and client project manager immediately.

A successful project requires strong coordination and frequent communication between the Agnew::Beck team and the client team. The management plan laid out above strives to ensure that those elements are in place throughout the duration of the project to achieve results that are on time, on budget and on scope.

Locations

Agnew::Beck has offices in California, Alaska, Idaho. Our team is comprised of over 30 diverse team members working throughout the lower 48 and Alaska on a range of projects that serve to build thriving, equitable communities.



Key Project Staff

The section features the team who will directly provide the consulting services listed in our proposed approach and their roles.

Seana Doherty, Senior Manager | Project Manager, Lead Facilitator



Seana brings a practical, results-driven approach to helping organizations get things done. As a Certified Master Facilitator and experienced strategic planner, she is an expert at bringing people together, aligning goals, and moving projects forward. Seana has worked with special districts and public agencies, nonprofits, and community groups to improve services and outcomes for both people and the environment. A graduate of UC Berkeley with a degree in English, Seana combines clear thinking with a down-to-earth style that helps groups find common ground and make progress.

Emily Vitas, Senior Associate | Project Coordination (Auburn, CA Based)



Emily has deep experience in community development, strategic planning, and building strong partnerships. She founded two successful nonprofits, and a joint powers authority focused on workforce housing, helping to improve housing access and strengthen communities. Emily also has extensive experience managing community and stakeholder relations and setting up efficient operations within organizations. With an MBA and a background in communications and leadership, she brings a practical, solution-oriented approach to every project.



**Tracy Rural County
Fire Protection District**

Agenda Item 4.3

STAFF REPORT

Meeting: Regular Meeting
Date: April 8, 2025
To: Board of Directors
Prepared by: Eric Oliveri, SSJCA Fire Captain
Approved by: Jeff Ramsey, Chairperson

Re: Receive Information on Replacement of the SSJCFA Radio System

RECOMMENDATION

Action Item ___ Non-Action Item X

Receive additional information on the replacement of the SSJCFA Radio System.

BACKGROUND

On March 11, 2025, Chief Oliveri provided information for the SSJCFA radio system that enables essential radio communications between fire units; and between fire units and the dispatch center. The system consists of various radio components strategically located at fire stations, the dispatch center, Tracy Police Department, the San Joaquin River Club, and San Joaquin County Communications Tower – Schulte Road.

The current system, installed in the late 1990s and early 2000s, has reached end of life and does not meet federal interoperability requirements. Manufacturers no longer support the equipment, making maintenance and repair difficult. Due to these factors, the system’s reliability and functionality no longer meets public safety standards.

DISCUSSION

SSJCFA has received one bid on equipment for the new system. Captain Oliveri met with Motorola Engineers and Sales team to discuss a bid/proposal and engineering of new system. Motorola reps advised it would be 2-3 weeks for proposal and maps of coverage.

Station 93 Tower

An RFP will need to be drafted and distributed for tower when specifics are received related to grant and tower specifications. Motorla engineers are working on tower height and specifications. The goal is to avoid overbuilding or underbuilding the tower. The RFP will need to include specific information related to time frame for completion and specifications of height, wind loading, etc.



Tracy Rural County Fire Protection District

Recently completed yearly maintenance has determined the antenna on the tower for the radio system is bad and will need to be replaced. With the upcoming removal of the current tower and antennas and construction of a new tower, the radio system antennas will need to be relocated. To resolve this, we can move the equipment to the roof of the station. Below is a picture of the antennas at Station 95. The antennas that are replaced/moved to the roof top can remain in place and be utilized indefinitely for the Station alert radio. There would be no need to move them on to the tower. The new tower would have the receive and transmit antennas for the new radio system and space for providers that wish to rent space. Additionally, the station internet connection can be moved to the rooftop and there is no need to move it back on to the new tower. The cost of replacing/moving the antennas would not be spent just for temporary purposes, the antennas on the roof would be used indefinitely. Captain Oliveri has received a quote for installation of antenna masts and is obtaining a quote for installation of antennas and feedlines to equipment. He will forward both quotes when they are received.

FISCAL IMPACTS

None at this time.

ATTACHMENTS





**Tracy Rural County
Fire Protection District**

Agenda Item 4.4

STAFF REPORT

Meeting: Regular Meeting
Date: April 8, 2025
To: Board of Directors
Prepared by: Raychel Jackson, District Clerk
Approved by: Jeff Ramsey, Chairperson

Re: Update Information Regarding Station Maintenance Issues

RECOMMENDATION

Action Item Non-Action Item

Receive an update on Station 93, Station 94 and Station 95 maintenance issues and modifications and provide direction to staff concerning future projects.

BACKGROUND

Station 93, located at 1400 W Durham Ferry Road, was constructed and occupied in 2006. Station 94, located at 16502 West Schulte Road, was remodeled from an existing 20+ year old ranch house into a fire station in 1995. Over the years, both stations have experienced maintenance issues that can be attributed to their age and the normal wear and tear related to fire station operations.

DISCUSSION

Ongoing maintenance and repairs at all stations. The following is the Building Maintenance budget for each station ending March 2025:

<i>Station</i>	<i>Expenses as of 03/31/25</i>	<i>FY 24/25 Budget</i>
Station 93	\$11,248.58	\$40,000.00
- Station 93 CIP	\$65,851.50	Extractor
- Solar	\$86,496.00	\$120,000.00
Station 94	\$71,288.30	\$40,000.00
- Station 94 CIP	\$87,958.83	Kitchen
Station 95	\$3,738.40	\$15,000.00

FISCAL IMPACTS / ATTACHMENTS

None.