



Tracy Rural County Fire Protection District

Agenda Item 4.4

STAFF REPORT

Meeting: Special Meeting
Date: December 16, 2025
To: Board of Directors
Prepared by: Raychel Jackson, District Clerk
Approved by: Jeff Ramsey, Chairperson

Re: Consideration of Capitol Public Finance Group Proposal for Strategic Financial Plan and Developer Mitigation Services

RECOMMENDATION

Action Item Non-Action Item

Staff requests Board direction on whether to proceed with the full consultant proposal or continue utilizing internal work already underway.

BACKGROUND

Capitol PFG submitted a proposal to provide a 5–10 year Strategic Financial Plan, financial policy review and development, and developer mitigation support. The scope includes revenue forecasting, expenditure projections, capital improvement timing, and review of financial policies. The proposal also includes on-call review of mitigation agreements.

Chief Bradley and staff have undertaken significant groundwork that aligns with the same scope areas, specifically in revenue tracking, expenditure trends, future apparatus planning, and identification of capital and operational needs associated with anticipated development. This internal work has already established a framework for long-range financial and mitigation planning, and staff continue to refine these elements.

DISCUSSION

The Capitol PFG proposal provides a comprehensive financial planning product and optional ongoing policy and mitigation support. Their deliverable includes forecasting, document review, public meetings, and preparation of a final financial plan report.

However, based on the work already completed by Chief Bradley and staff, many of the data elements, projections, and planning assumptions required for such a study have been substantially developed in-house. Much of the information Capitol PFG would analyze and



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compile has already been collected, modeled, or drafted internally, meaning portions of the consultant's work would duplicate internal efforts already completed.

Additionally, the cost of the Strategic Financial Plan is a substantial expenditure. Given the existing internal progress, the Board may wish to consider whether contracting for the full scope is the most efficient or cost-effective approach at this stage. Should the Board desire external validation or targeted assistance, more limited, issue-specific consultant support may be sufficient rather than the full plan development.

The Board may also consider that the developer mitigation components are already being evaluated by District staff based on current and pending projects, and that internal familiarity with District operations, history, and service delivery model may reduce the need for a turnkey consultant product.

FISCAL IMPACTS

The Strategic Financial Plan cost is \$32,500. Additional mitigation and financial policy services would be billed hourly at \$250/hr.

No funding has been budgeted for consultant financial plan development for FY 2025–26.

ATTACHMENTS

1. CPF 2025 Proposal.



PARTNERSHIP PROPOSAL – FINANCIAL PLANNING AND DEVELOPER MITIGATION SERVICES

December 9, 2025

Prepared by:



Capitol | PFG
Crafting Optimal Financial Solutions

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INTRODUCTION AND FIRM PROFILE

We are pleased to have the opportunity to partner with the Tracy Rural Fire District. We understand the District requires a customized Strategic Financial Plan to manage its expected growth and fiscal responsibilities. The District has no employees and relies on a Joint Powers Authority (JPA) for fire protection. This plan will provide 5-10 year financial plan that will serve as a core tool for financial sustainability and capital planning. The District also desires a review and update of its financial policies to achieve proper budget management, maintenance of reserves, pension benefit funding and policies that support Board priorities. Lastly, the District must mitigate several large residential and commercial projects contemplated within the boundaries of the District to ensure adequate funding for fire protection and emergency medical response. The attached agreement will allow for this work and additional services should they be desired. Capitol PFG's role is to act as an extension of staff to provide specialty business services related to the District's financial needs.



Capitol PFG is an independent, full-service public financial advisory firm located in Roseville, California, providing comprehensive consulting services to public agencies throughout the state.

We build strong, long-term client relationships by providing personalized, ethical, and cost-effective solutions that deliver measurable results. Our commitment to excellence is evidenced by the two Bond Buyer Deal of the Year awards we have received for small issuers. Capitol PFG also drives market innovation through proprietary tools, including our patent-pending seekCompli™ system, which establishes an objective system to validate efficient bond pricing.

Capitol PFG vigorously advocates for your financial interests on every project. Our principals immerse themselves in the details of your finances, tax base, and critical relationships to enhance your bargaining position and deliver efficient, viable, and customized financial strategies that align with your goals.

Incorporated in California in February 2005 as a limited liability corporation, Capitol PFG is owned and operated by three highly experienced principals: Jeffrey Small (34 years of public finance experience), Cathleen Dominico (25 years), and Christopher Terry (25 years). These three partners provide direct, hands-on consultation and rigorous oversight of company work product to ensure the highest quality standards are consistently met.

Services Provided by Capitol PFG

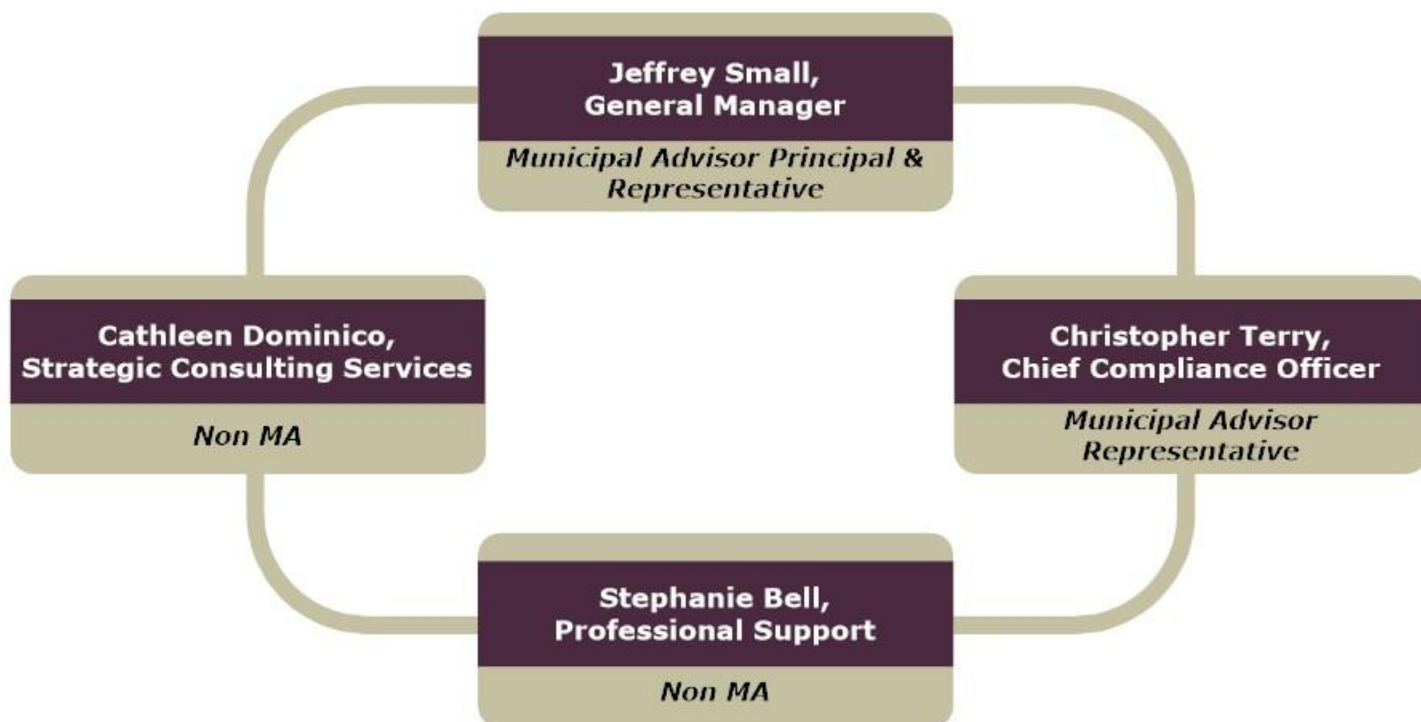
Capitol PFG offers a large breadth and depth of public finance consulting services. Our work extends into fire districts, cities, counties and school districts throughout the state. This depth and breadth of service allows us to arrive on the job with the experience, technical proficiency and awareness that is needed to represent our public agency clients. Our services are listed below.

Strategic Consulting Services	Debt Services
Financial Planning	Financial Feasibility Studies
Revenue Measure Planning	Bond Planning
Community Facility Districts	Special Tax Bonds
Development Mitigation	Lease Revenue Bonds, Certificates of Participation & Equipment Leases
Economic Impact Analysis	Pension Bonds
Financial Communications, Training & Education	Tax Credit and Subsidized Loans
Financial & Reserve Policies	General Obligation Bonds
Site Acquisition	Energy Conservation and Solar Generation Financings
Capital Improvement Plans	Debt Review
Pension & OPEB Analysis	On-Going Debt Administration & Compliance

STAFFING AND PROJECT ORGANIZATION

Quality service and personal relationships are essential in serving our public agency clients. As such, to ensure high quality work and service levels, Capitol PFG operates based on a team approach with the principals of the firm taking direct responsibility for review and delivery of client work. This ensures a high level of quality control and aid in the development of long-standing client relationships.

Capitol PFG Organizational Chart



Jeffrey Small, Esq., Municipal Advisor Principal

- Provides debt issuance and strategic consulting services
- Approximately 34 years in public finance and 19 years at Capitol PFG
- Bachelor of Arts Degree from the University of Arizona (Areas of Study include Economics, Political Science and Speech and Communication; Juris Doctor from California Western School of Law (Areas of study Securities law and Consumer Fraud)
- Registered with the U.S. Securities & Exchange Commission as a Municipal Advisor Representative and Principal (Series 50 and 54 Licenses). Attorney and active member of the California Bar Association
- Co-inventor of seekCompli™ (patent pending)
- Member, Placer County Conservation Authority Advisory Committee
- Member, Auburn Rotary Club

Cathy Dominico, Managing Partner, Strategic Consulting Services

- Directs strategic consulting services to Capitol PFG clients, including bond and facility planning, comprehensive analytic reports, and communication strategies
- Approximately 25 years in public finance and 19 years at Capitol PFG
- Bachelor of Science degree from the University of California, Davis

Chris Terry, Municipal Advisor Representative

- Provides quantitative and analytical services in support of debt issuance and strategic consulting services, and administrative services to the firm and its clients
- Approximately 25 years in public finance and 19 years at Capitol PFG
- Bachelor of Science Degree from the University of California, Davis
- Registered with the U.S. Securities & Exchange Commission as a Municipal Advisor Representative (Series 50 License)
- Co-inventor of seekCompli™ (patent pending)
- U.S. Navy Veteran

Stephanie Bell, Project & Research Specialist

- Preparation of client reports, studies, graphics and presentations
- Office Administration and Project Support
- 16 years at Capitol PFG
- Bachelor of Science program, BYU Idaho

APPENDIX A: PROPOSED AGREEMENT FOR SERVICES
CONSULTING SERVICES AGREEMENT

This Consulting Services Agreement (this “Agreement”) is hereby made between the Tracy Rural Fire District School District (“Client”) and Capitol Public Finance Group, LLC (“Capitol PFG”). Capitol PFG agrees to provide the “Services,” as more fully defined below, to Client and Client agrees to pay to Capitol PFG based on the terms of the Consultant Services Order, as more fully defined below.

1. Definitions. The following definitions shall apply to this Agreement.
 - a. The “Commencement Date” shall be December 16, 2025.
 - b. The “Termination Date” shall be June 30, 2028.
 - c. The “Agreement Term” shall begin with the Commencement Date and shall end with the Termination Date.
 - d. The “Consulting Services Order” shall include the Services and the Consultant Services Fee.
2. Services. The duties and tasks to be performed by Capitol PFG (the “Services”) shall be outlined in the attached Consulting Services Order(s). During the performance of such Services by Capitol PFG, the Client will retain and exercise decision-making authority over the Services performed by Capitol PFG. The Services may include a development schedule and milestones. Under the terms of this Agreement, Capitol PFG and Client may add additional Services as agreed upon. These additional Services shall be put in writing in a Consulting Services Order and attached to this Agreement.
3. Payment. Client shall pay Capitol PFG based on the terms of the attached Consulting Services Order(s). The attached Consulting Services Order(s) includes a “Payment Schedule” that shall include invoicing terms of the Consulting Services.
4. Termination. Either party may without cause terminate this Agreement by delivering to the other party written notice via U.S. Mail, facsimile, or personal delivery (but not by electronic mail transmission) expressing a desire to terminate this Agreement (a “Termination Notice”). Termination shall be effective immediately upon receipt of a Termination Notice.

Jeffrey Small
Capitol Public Finance Group, LLC

Randall Bradley
Fire Chief
Tracy Rural Fire District

Date: _____

Date: _____

CONSULTING SERVICES ORDER

This Consulting Services Order (“CSO”) is an attachment to the Consulting Services Agreement made between the Client and Capitol PFG.

Services:

Strategic Financial Plan (5- to 10-Year Forecast)

- Revenue Forecasting
 - Analyze future property tax revenues based on anticipated growth
- Expenditure Projections
 - Forecast operational and capital expenses, including:
 - Equipment and fire engine replacement, including timing for new equipment and fire engine purchases
 - Consideration of when the District is financially able to build fire stations
 - Estimating future increases in personnel costs
 - Addressing post-employment benefits
 - Assessing the financial impact of the newly acquired ambulance service
- Document Review
 - Analyze the previously completed five-year study, budget documents, capital plan (if available), mitigation agreements, unfunded liabilities and other documents
- Findings and Strategic Recommendations
- Public Engagement
 - Meetings with the District, Finance Ad Hoc Committee and full Board
 - A final presentation to the Board of Directors with a comprehensive report delivery and follow-up support

Financial Policy Support

- Recommend and draft key financial policies for reserves, capital projects, pensions and other post-employment benefits and debt policy

Developer Mitigation Support

- Be on call to review, comment and meet on mitigation agreements for operational and capital needs.

Consulting Service Fee:

Strategic Financial Plan

Capitol PFG will receive a fee of \$32,500.

Financial Policy and Developer Mitigation Support

Provided at an hourly rate of \$250 plus reimbursement of out-of-pocket expenses. Capitol PFG does not charge for meals, mileage or lodging.

Payment Schedule:

Strategic Financial Plan

Invoiced upon delivery of a final presentation to the Board of Directors.

Financial Policy and Developer Mitigation Support

Invoiced on a monthly basis.

APPENDIX B: EVIDENCE OF ERRORS AND OMISSIONS LIABILITY INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/15/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).


PRODUCER Comerstone Associates Insurance Services 521 Lincoln Blvd Lincoln CA 95648	CONTACT NAME: Francine Escalona PHONE (A/C, No, Ext): (916) 645-3333 E-MAIL ADDRESS: fran@comerstoneinsurance.net	FAX (A/C, No): (916) 645-8226
	INSURER(S) AFFORDING COVERAGE	
INSURED Capitol Public Finance Group, LLC 2436 Professional Drive, STE 300 Roseville CA 95661	INSURER A: Convex Insurance UK Limited	
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
INSURER F:		NAIC #

COVERAGES **CERTIFICATE NUMBER:** Master Certificate **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDC INSD	UBRR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/PROP AGG \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	PROFESSIONAL LIABILITY ERRORS AND OMISSIONS			CME00011-01	03/31/2025	03/31/2026	LIMIT (per occurrence) \$2,000,000 General Aggregate \$2,000,000 Retention \$25,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Certificate is provided as proof of insurance referenced herein.

CERTIFICATE HOLDER	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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