

## NOTICE OF REGULAR MEETING

Pursuant to Section 54954.2 of the Government Code of the State of California, a Regular meeting of the **SOUTH COUNTY FIRE AUTHORITY** is hereby called for:

**Date/Time:** **Tuesday, October 18, 2011, 4:30 p.m.**  
(or as soon thereafter as possible)

**Location:** **Council Chambers, City Hall**  
**333 Civic Center Plaza, Tracy**

Government Code Section 54954.3 states that every public meeting shall provide an opportunity for the public to address the South County Fire Authority on any item, before or during consideration of the item, however no action shall be taken on any item not on the agenda.

1. Call to Order
2. Roll Call
3. Items from the Audience - *In accordance with Procedures for Preparation, Posting and Distribution of Agendas and the Conduct of Public Meetings, adopted by Resolution 2008-140 any item not on the agenda brought up by the public at a meeting, shall be automatically referred to staff. If staff is not able to resolve the matter satisfactorily, the member of the public may request a Board Member to sponsor the item for discussion at a future meeting.*
4. Approval of Minutes
5. APPROVAL OF A RESOLUTION ADOPTING THE FISCAL YEAR 2011-2012 BUDGET FOR THE SOUTH COUNTY FIRE AUTHORITY
6. ACCEPT A REPORT ON THE SOUTH COUNTY FIRE AUTHORITY EMERGENCY RESPONSE PERFORMANCE FOR FIRST QUARTER OF FISCAL YEAR 2011-2012
7. Items from the Audience
8. Adjournment



Chairperson

### **October 13, 2011**

The City of Tracy is in compliance with the Americans with Disabilities Act and will make all reasonable accommodations for the disabled to participate in public meetings. Persons requiring assistance or auxiliary aids in order to participate, should call City Hall (209-831-6000), at least 24 hours prior to the meeting.

Any materials distributed to the majority of the South County Fire Authority regarding any item on this agenda will be made available for public inspection in the City Clerk's office located at 333 Civic Center Plaza, Tracy, during normal business hours

**July 19, 2011, 5:30 p.m.**

Council Chambers, 333 Civic Center Plaza

*Web Site: [www.ci.tracy.ca.us](http://www.ci.tracy.ca.us)*

1. Call to Order – Chairperson Ives called the meeting to order at 5:31 p.m.
2. Roll Call – Roll call found Directors Abercrombie, Reece, Thoming and Chairperson Ives present.
3. Items from the Audience - None.
4. Approval of Minutes – It was moved by Director Abercrombie and seconded by Director Thoming to adopt the regular meeting minutes of April 19, 2011. Voice vote found all in favor; passed and so ordered.
5. ACCEPT A REPORT ON THE SOUTH COUNTY FIRE AUTHORITY EMERGENCY RESPONSE PERFORMANCE FOR FISCAL YEAR 2010-2011 - Dave Bramell, Fire Division Chief, presented the staff report. The Tracy Fire Department strives to meet its “first-due” response time performance objectives and its goal to assemble an effective response force at working structure fires. Measuring performance provides the department with analysis to determine response effectiveness and efficiency in delivering emergency service.

There were 5,570 incidents in the South County Fire Authority (SCFA) during the fiscal year 2010/2011. Compared to last fiscal year, the total call volume for the SCFA was down 2.6%. The number of incidents was down by 2.6% in the City, 7.9% in the Tracy Rural Fire Protection District (TRFD), and 8.1% in other areas where mutual aid was provided. Call volume remained the same in the Mountain House Community Services District (MHCSD) while the number of incidents on area freeways increased by 12.5%.

The most frequent incident response type remains emergency medical service calls. Medical-aid responses comprised 71% of the total call volume for the fiscal year. The second most frequent incident type was alarms, 10%, followed by fires at 8%.

The number of structure fires in each jurisdiction remains similar to last fiscal year. However, the amount of loss from structure fires is down significantly when compared to the past five year averages. In the City the five year dollar loss average from structure fires is \$1,676,145. In the TRFD the five year dollar loss average from structure fires is \$571,145. During fiscal year 2010/2011 structure fire property loss was \$392,591 in the City and \$32,848 in the TRFD.

During fiscal year 2010/2011 the department responded to 74% of all emergency calls in the City within five minutes. This is down 3% from 2009/2010. The TRFD response performance for this same period decreased from 83% to 81%.

Fiscal year 2010/2011 response performance in the Mountain House Community Services District was down 7% compared to last fiscal year. The department arrived at calls within five minutes 48% of the time. A drop in response performance had been anticipated in the MHCSO area as development occurs to the north.

The methodology behind performance measurement continues to evolve in fire service. Fire service agencies have based performance upon national standards such as the National Fire Protection Association's (NFPA) Standard 1710 and recommendations from the Commission on Fire Accreditation International (CFAI). The 2007 Tracy Fire Department Standards of Response Coverage Study was based upon NFPA 1710.

The growing fire service standard is to report response performance in a manner that presents all components of response time including "Alarm Handling Time," "Turnout Time," "Travel Time" and the sum of those three, "Total Reflex Time". Analyzing each component of response time allows an agency to focus efficiency efforts on the area most in need of improvement. This type of analysis also illustrates specific areas where performance is at or better than standard.

Another growing trend is to further analyze response data based upon risk. The CFAI desires the latest Standards of Cover Studies, as well as a jurisdiction's adopted response objectives, to include response time baselines and benchmarks for each type of risk (EMS, Fire, Technical Rescue, Haz-mat, etc.).

The concept of total reflex time was adopted by the SCFA after the 2007 Standards of Response Coverage report. The response performance graph illustrates performance in the City based only upon the turnout and travel time objective of five minutes. This illustrates the improvements in performance relative to the addition of Engine 91 to Station 91 in October of 2008.

The annual report illustrates the type of analysis recommended by the CFAI utilizing the concept of benchmarks and baselines. Benchmarks are the desired level of service and baselines are the lower end of the acceptable best practices range (established by the CFAI). The 90th percentile time means that for a set of values at least 90% of them are less than or equal to the time displayed.

Staff will place an item on the October 18, 2011, meeting agenda of the SCFA to discuss performance measures and best practices related to analyzing Fire Department emergency response data.

Staff recommended the Board of Directors accept the South County Fire Authority Annual Response Performance Report.

Chairperson Ives asked for clarification on whether the one minute and a half (baseline) was the objective or the one minute (benchmark). Division Chief Bramell responded the one minute was being measured. The performance standards that the department has adopted are one minute for call processing, one minute for turnout time, and four minutes for travel time, for a total of six minutes.

Chairperson Ives stated the report indicated that the CFIA total reflex time was 8 minutes and 12 seconds. Division Chief Bramell responded that was approximately the 70<sup>th</sup> percentile. Division Chief Bramell explained that CFAI is an organization that uses

peer assessors and other individuals to evaluate performances and best practices to determine whether or not the organization is striving towards excellence. According to CFAI the acceptable range would be 6 minutes to 8 minutes and 12 seconds. The 8:12 minutes would be approximately the 70<sup>th</sup> percentile and 6 minutes would be the 90<sup>th</sup> percentile.

Chairperson Ives asked for confirmation that since the baseline is the lowest acceptable rate, is the department's acceptable range higher than the baseline. Division Chief Bramell confirmed the department's adopted performance objectives are higher.

Chairperson Ives asked if the data was based on an evaluation performed in the City. Division Chief Bramell responded the data was based on best practices for that organization nationwide.

Chairperson Ives stated it is unclear where the department is relative to their baseline. Division Chief Bramell responded that at this time data is not being viewed in the benchmark versus baseline manner. Benchmark versus baseline is a method that could be used in the future.

Chairperson Ives added that although he liked the format he was still unsure about the type of analysis. Division Chief Bramell responded that staff would like to have discussions in the future regarding how to review the data. Division Chief Bramell added that it is important to stress that the way performance is evaluated does evolve and there are new best practices. The department would like to be on the leading edge and use the industry's best practices. A new performance measure allows the department to look at individual components as opposed to one all inclusive number. The all inclusive number makes it difficult to identify what areas require the most attention.

Director Abercrombie stated the department has the least control over call processing because it is handled by Lifecom. Director Abercrombie asked if using the call processing figures was fair to the department because it is handled by Lifecom. Director Abercrombie asked if the benchmark turnout time of one minute was a realistic goal. Previously it was a 95% mark and was adjusted to a more realistic goal.

Fire Chief Al Nero responded that was correct. One reason the department is proposing this form of measurement is to be able to identify all the response time components. With this form of measurement staff can identify if there are issues with call processing and discuss any adjustments Lifecom may need to make with their method. Additionally staff wanted to show the two different types of measurements. The department strives to do what is best for the residents of Tracy. This form of performance measurement provides an opportunity to do that rather than depending on a standard that may not have a comprehensive analysis. Fire Chief Nero added staff is confident that a comprehensive analysis has been done with CFAI, and is on going nationally.

Director Abercrombie stated he liked the break down this new form of analysis provided as it provides real insight regarding call processing and when engines arrive on scene. Director Abercrombie added staff needed to be open to adjusting the benchmarks for a realistic goal.

Division Chief Bramell stated the Authority has the ability to determine the objectives. The ultimate goal may be between the two ranges. The data shows that the City's current lower acceptable range is more aggressive than the CFAl lower acceptable range.

Director Thoming asked if staff knew the performance objectives imposed for Lifecom. Fire Captain Steve Hanlon responded that Lifecom breakdown the data depending on the type of call, type of life threatening emergency and by community. Fire Captain Hanlon was not sure of Lifecom's exact call processing time.

Chairperson Ives asked if it was possible to obtain Lifecom's call processing data. Fire Captain Hanlon responded yes. Lifecom produces an annual report. Lifecom also produces reports to the department that provide more detail per call.

Chairperson Ives stated if this form of performance measurement were being used, it would be obvious that call processing needs attention. Call processing is affecting the department's overall ability to respond and meet the benchmarks. Chairperson Ives suggested informing Lifecom that the City is concerned and establish ways to mitigate. Fire Chief Nero added staff will get the data regarding Lifecom's benchmarks.

Division Chief Bramell added that page 11 of the SCFA Annual Response Performance Report for FY 2010-2011, applied the same performance measurement for Rural.

South County Fire Authority accepted the report.

6. POSTPONEMENT OF ADOPTION OF THE FISCAL YEAR 11-12 BUDGET FOR THE SOUTH COUNTY FIRE AUTHORITY – Al Nero, Fire Chief, presented the staff report. The City of Tracy has adopted its fiscal year 2011/2012 budget including that of the Fire Department. In order to adopt the budget at the June 7, 2011, Council meeting, certain assumptions had to be made regarding Fire Department expenditures, most notably those surrounding personnel expenses as the contract with the Fire Union concluded June 30, 2011, and negotiations for a new contract have not been completed.

The fiscal year 2010/2011 Fire Department budget was \$14.6 million. The fiscal year 2011/2012 Fire Department budget as contained in the adopted City budget is \$15.2 million. This budget increase was necessary because the CalPERS employer rate increased from 24% to 27.3% on July 1, 2011. This is a 14% increase to the rate. Also, Fire personnel contributed 3% toward pensions in fiscal year 2010/2011 in the contract which expired. The provision will not continue unless carried over to a new contract. In addition, not all Fire personnel are at E step and some will get a 5% raise.

Ninety percent of the Fire Department budget is attributed to personnel expenses. With these unknown costs, it is not possible to more precisely refine the fiscal year 2011/2012 Fire Department budget until a new labor contract has been negotiated.

There is no impact by delaying adoption of the budget. A new labor contract will be the basis for 90% of the Fire Department budget.

Staff recommended that the Board of Directors of the South County Fire Authority (SCFA) postpone the adoption of the fiscal year 2011/2012 budget for the Authority until after labor contract negotiations have been concluded.

Director Abercrombie asked what the 14% CalPERS employee rate increase amounted to in dollars. Fire Chief Nero responded that Zane Johnston, Finance and Administrative Service Director, would have to provide that information. Fire Chief Nero estimated 3% of the overall personnel budget.

Director Abercrombie asked for confirmation that there had been no new Firefighters hired in the past few years. Division Chief Bramell responded that was correct.

Director Abercrombie asked if staff knew how many individuals have not yet reached E step and will receive the 5% increase, and what that dollar amount would be. Division Chief Bramell responded that he did not have that information. Division Chief Bramell added that every time there is a promotion, that individual also falls into a new salary schedule.

Leon Churchill, Jr., City Manager, responded to the CalPERS increase impact question. Mr. Churchill added that overall City wide the CalPERS increase has an impact of \$1.2 million to the City. Director Abercrombie stated he was asking how that related specifically to the Fire Department.

Director Thoming asked if the \$600,000 was only attributable to the CalPERS and E step increases or are other things included. Fire Chief Nero responded there were equipment needs funded and operational needs which equated to approximately \$200,000.

Director Thoming stated the Rural Board had their preliminary budget discussions at approximately \$3.775 million. Regardless of the final department number, that is what the Rural Board will have to spend.

It was moved by Director Abercrombie and seconded by Director Thoming to postpone the adoption of the fiscal year 2011/2012 budget for the Authority until after labor contract negotiations have been concluded. Voice vote found all in favor; passed and so ordered.

7. Items from the Audience – None

Al Nero, Fire Chief, stated that staff had been before LAFCO and the proposed Municipal Services Review (MSR) in relation to fire districts had been discussed. Fire Chief Nero added that at LAFCO's last meeting the decision on the MSR was continued until October 21, 2011. Staff will bring back LAFCO's decision regarding MSR.

8. Adjournment – It was moved by Director Abercrombie and seconded by Director Reece to adjourn. Voice vote found all in favor; passed and so ordered. Time: 6:06 p.m.

The above are summary minutes. The above agenda was posted at Tracy City Hall on July 14, 2011.

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Chairperson

Attest:

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Secretary

AGENDA ITEM 5

REQUEST

**APPROVAL OF A RESOLUTION ADOPTING THE FISCAL YEAR 2011-2012 BUDGET FOR THE SOUTH COUNTY FIRE AUTHORITY**

EXECUTIVE SUMMARY

That the South County Fire Authority approve a resolution adopting the Fiscal Year 2011/2012 South County Fire Authority Budget not to exceed actual operating costs for FY 10-11.

DISCUSSION

The City of Tracy (City) and the Tracy Rural Fire Protection District (District) have formed the South County Fire Authority (Authority) to provide fire services to the south San Joaquin County area. The City and the District each obtain services from the Authority. The Authority contracts with the City of Tracy for personnel to deliver the services. For Fiscal Year 2011-2012 (FY 11-12), the Authority will provide services to the City for three stations, plus supplemental services (a separate agreement) for an additional three person crew at Station 91. The Authority will provide District with a three person crew at one of its stations and a two person crew at two of its stations. In addition, the District has requested the City to provide a three person crew to staff a station for the Mountain House Community Services District (Mt. House) which has a fire service agreement with Tracy Rural.

Because the City employs the personnel that deliver services for the Authority, the City has adopted a budget for Fire Operations in its FY 11-12 budget. Typically, the Authority adopts a budget identical to the City's. But at the time of preparation of the City's budget, neither the cost of labor nor actual expenses for fire operations for Fiscal Year 2010-2011 (FY 10-11) were known. As such, staff recommended, at the July 2011 Authority meeting, postponement of budget adoption until either the costs of labor were known or greater information was available as to the District's revenue available to pay for services in FY 11-12.

**Actual expenses for FY 10-11**

The actual Fire Department expenditures for FY 10-11 were \$14,409,537. This includes \$965,894 in costs for the City's supplemental services agreement and \$112,220 for City equipment. These City expenses were deducted from the total before imposing the cost sharing formula to each agency. Current agreements specify the cost of Mt House services to be determined (according to the specified formula) and then the net after Mt. House to be split 64% City and 36% Rural.



By way of background, 57 minimum staffing units (19 daily minimum staffing x 3 shifts) are used. The City of Tracy has 27 of these, Tracy Rural has 21, and Mt. House has 9. This results in a total of 48 units between the City and the District (27 + 21). The City therefore has approximately 57% of the total and the District has 43% of the total. Most fire expenses are fixed due to staffing regardless of the number of calls responded to by a station; however, a small amount of variable expense (fuel, etc.) is associated with call volume. As such, 7% has been added to the City's 57% thereby resulting in the 64% the City pays with the remaining 36% to be paid by the District (net of Mt. House expenses). This is the basis for the 64% / 36% split specified in the contract agreements.

Because it was unlikely that, if overtime was needed, the District could afford to fully staff Station 93 with a three person crew during Fiscal Year 2010-2011 (FY 10-11), the City reduced overtime directly associated with the service reduction to Station 93 and reduced actual expenses by \$229,351. These savings were passed on to the District. After this credit, the District's share of the Fire Department's expenses for FY 10-11 was \$3,933,623 (including \$100,000 for the District's smoothing agreement for its 1999 leave balances). Mt. House's actual expenses totaled \$2,163,117

In FY 10-11, the District had total revenues of \$4,539,378. After paying District administration, debt and other District priorities (e.g. \$100,000 toward future station replacement and \$75,000 toward future engine replacement), the District had funds in the amount of \$3,950,613 to procure fire services (including the \$100,000 payment toward leave balances). As noted above, actual expenses to the District were \$3,933,623. This allowed the District to pay for its FY 10-11 fire services with \$17,000 left to spare. The District's ability to come in under budget was due to their reduction in service levels thus avoiding overtime usage and thereby resulting in saving the District \$229,351.

#### **FY 11-12 Budget for District**

The total District revenues for FY 11-12 are \$4,450,821 as compared to \$4,539,378 the previous year (a drop of approximately \$88,000 in revenue). This drop in revenue was due to the District's property values falling approximately 1.5% in FY 11-12 (Attachment A: FY 11/12 Tracy Rural District Budget)

Earlier this year, the District addressed a letter to the City Manager indicating that it expected to have continued fiscal challenges in FY 11/12, expressing a desire that expenses not exceed revenues, and that the FY 11-12 Fire Department budget not increase beyond the FY 10-11 actual cost of fire services for the District. (Attachment B: Letter From Tracy Rural District To City Manager). Due to the District's reduction in revenue in FY 11-12, the budget was slightly reduced to accommodate this slight loss in revenue. Additionally, to stay within the revenue expected for FY 11-12, the District would continue to staff two of its three stations with a two person crew, to avoid overtime expenses as it did in FY 10-11.

It is worth noting that other alternatives to reduce costs are limited and a strong focus on a positive outcome during labor negotiations is expected; particularly because 90% of the Fire Department budget is for personnel expenses. Because the District has no reserves, its only alternative in the past was to accumulate debt to the City. However, the pre-paid services agreement adopted this past year between the City and the District contains language explicitly stating that accumulation of debt to the City is neither allowable nor desired by either party.

The City employs Fire Department personnel to provide services under contract to the Authority. The cost distribution is set according to a long standing formula in the various agreements and represents a fair distribution of costs to each agency as described in this staff report. That formula is 64% City and 36% District, net of Mt. House Expenses. Absent Council finding a valid municipal purpose, the City cannot gift public funds by supplying services to another public agency in an amount greater than its legal obligations to do so. This would be using City funds to subsidize fire services to County residents. Currently, the City is receiving Measure E revenue which is a general tax going to support General Fund expenses including the City's share of Fire Department expenses. The Measure E oversight committee reviews such expenditures and at its October 10, 2011 meeting, voted to oppose the City using Measure E funds to subsidize or pay for fire services greater than it does under the current costs distribution formula.

### **Cost of Labor**

The largest costs increase in FY 11-12 is associated with the increase to the CalPERS employer rate, which rose from 24% to 27.2% on July 1, 2011. Also, in FY 10-11, the Fire Union had approved a 3% unpaid furlough which expired on 6/30/11 and is not included in FY 11-12. Labor negotiations continue and the City will make every effort to discuss concessions with the Fire Union to mitigate these increases in costs.

### **FY 11-12 Authority Budget**

The Authority's budget was developed with the above issues in mind and is maintained at the actual Fire Department operating expenditures from FY 10-11, which totaled \$14,409,537. This budget amount does have the flexibility to be increased for any mutual aid responses and for the City's equipment budget, which would come from the City's equipment replacement account. Adoption of the FY 11-12 Authority budget makes it possible for the District to procure desired services within their expected revenues.

Given the expressed interest of the District Board to avoid any future debt and not spend more than the District's revenues allow, staff recommends that the Board of Directors of the Authority adopt the attached resolution providing for a FY 11-12 Fire Authority budget not to exceed actual operating costs for FY 10-11.

FISCAL IMPACT

The fiscal impact has been described throughout this staff report.

RECOMMENDATION

Staff recommends that the Board of Directors of the Authority adopt the attached resolution providing for a FY 11-12 Authority budget not to exceed actual operating costs for FY 10-11.

Prepared by: Zane Johnston, Controller/Treasurer

Approved by: R. Leon Churchill, Jr., Executive Director

ATTACHMENTS

Attachment A: FY 11/12 Tracy Rural District Budget

Attachment B: Letter from Tracy Rural District to City Manager

RESOLUTION \_\_\_\_\_

ADOPTING THE FISCAL YEAR 2011-2012 BUDGET FOR THE SOUTH COUNTY FIRE AUTHORITY

WHEREAS, The City of Tracy and the Tracy Rural Fire Protection District have formed the South County Fire Authority to provide fire services to the south San Joaquin County area, and

WHEREAS, The City and the District each obtain services from the Authority and the Authority contracts with the City of Tracy for personnel to deliver the services, and

WHEREAS, Total District revenues for Fiscal Year 2011-2012 can now be identified as \$4,450,821 as compared to \$4,539,378 the previous year (a drop in revenue of about \$88,000), and

WHEREAS, The District strongly encourages the City to take whatever means necessary to reduce personnel costs provided to the Authority, and ultimately to the District during the upcoming labor negotiations as the District cannot maintain current staffing levels at current costs, and

WHEREAS, Due to the reasons cited in this report, the Authority budget must therefore not be any greater than actual Fire Department expenditures in Fiscal Year 2010-2011. These expenditures total \$14,409,537 (including indirect expenses) for operations. Adoption of the Fiscal Year 2011-2012 Authority budget in this amount will make it possible for the District to procure desired services;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Directors of the South County Fire Authority adopts a Fiscal Year 2011-2012 Fire Authority budget not to exceed actual operating costs for Fiscal Year 2010-2011.

\* \* \* \* \*

The foregoing Resolution \_\_\_\_\_ was passed and adopted by the Board of Directors on the 18th day of October, 2011 by the following vote:

AYES: Board Members:  
NOES: Board Members:  
ABSENT: Board Members:  
ABSTAIN: Board Members:

\_\_\_\_\_  
Chair

ATTEST:

\_\_\_\_\_  
Secretary

TRACY RURAL DISTRICT				SEPT. 13, 2011
BUDGET WORKSHOP DISCUSSION - FISCAL YEAR 2011-2012				FINAL BUDGET
	ACTUAL 2010-2011	COMMENTS and NOTES		
	BUDGET			
<b>REVENUE</b>				
1 4100100010 Property tax - Secured	\$ 3,262,596.65	ACTUAL - LESS 1.5% PER Zane Johnston	\$	3,213,657.70
2 4100200070 Property tax - Secured - SB813	\$ 6,037.52		\$	211,563.87
3 4101000000 Property tax - Unsecured	\$ 214,785.65	ACTUAL - LESS 1.5% PER Zane Johnston	\$	
4 4101000007 Property tax - Unsecured - SB813	\$ (1,935.79)		\$	
5 4101000020 Property tax - SB813 - Prior	\$ 3,762.28		\$	
6 4101000030 Property tax - Unsecured - Prior	\$ 3,765.26		\$	1,000.00
8 4204000900 Permits - Fire Permits	\$ 7,608.29	AS OF 8/31/2011	\$	2,990.00
9 4204001100 Permits - Fire Permits - Commercial	\$ 2,350.00	AS OF 8/31/2011	\$	2,411.00
10 4400000000 Interest	\$ 8,477.00	AS OF 8/31/2011	\$	43,750.00
11 4505000000 Homewoners Exemption	\$ 43,712.37		\$	945,449.20
12 4605110000 Special Assessment - Current	\$ 946,083.58	PER SJ COUNTY AUDIOTRS OFFICE	\$	
14 4623200000 Other Service Fees	\$ 21,987.05		\$	30,000.00
15 4706200000 Plan Check Fees	\$ 14,074.06		\$	
16 4707000000 Other Miscellaneous Revenue	\$ 75.00		\$	
17 4711000000 Rebates			\$	
18 4800000000 Transfers			\$	
19	\$ 4,539,378.92		\$	4,450,821.77
<b>TOTAL REVENUE 2010-2011</b>				
<b>EXPENDITURES</b>				
20 6221005100 Attorney Fees	\$ 7,022.68		\$	15,000.00
21 6221030100 Audited Financial Statements (to date)	\$ 23,750.00	INCLUDES FINAL BILLS FOR 2009 & 2010 AUDITS	\$	15,000.00
22 6220001000 Auditors AP Charges	\$ 420.00		\$	425.00
23 6220009500 Auditors Direct Assessment	\$ 9,479.41	1% of estimated Special Assessment	\$	9,465.00
24 6226010900 Directors fees	\$ 12,000.00	2 mtgs. Per month X 5 Directors X \$100 per meeting	\$	12,000.00
25	\$ -		\$	650.00
26 6236000000 Insurance - General Liability	\$ 22,872.00	ACTUAL	\$	23,491.00
28 6236000000 Interest - Station 93	\$ 12,000.00	INTEREST ONLY	\$	9,000.00
29	\$ 3,076.60		\$	3,200.00
30 6236000000 Miscellaneous	\$ 25,200.00		\$	26,400.00
31 6221023800 Business Services	\$ 1,033.58	ACTUAL	\$	1,004.93
32 6221050301 Benefit Assessment	\$ 2,500.00	ACTUAL	\$	2,175.00
33 6221050302 Entity Report & Benefit Assessment Pre	\$ 650.00	ACTUAL	\$	650.00
34 6221050303 State Controller's Report	\$ 90,945.96		\$	91,000.00
35	\$ 79,731.00		\$	80,000.00
36 S.J County - Tax Administration Fees (S)	\$ 45,829.32		\$	45,829.32
37 Engine 93 - March 10 payment	\$ 77,555.23	PRINCIPAL ONLY	\$	80,555.23
38 Station 93 - Municipal Lease	\$ 100,000.00		\$	100,000.00
39 Sick Leave Special Reserve	\$ 75,000.00	"Smoothing Agreement" transfer in December to Special Reserve Truck - transfer to Capital Outlay Fund - June 2012	\$	75,000.00
40 New Engine	\$ 100,000.00	Station 92 relocation - Transfer to Capital Outlay Fund - June 2012	\$	100,000.00
41 Relocate Station 92	\$ 688,765.78		\$	690,835.48
42			\$	
43	\$ 3,850,613.14	AVAILABLE TO PAY TRACY CITY	\$	3,759,986.29
44			\$	
<b>REVENUE OVER (UNDER)</b>				
<b>EXPENDITURES</b>				
<b>PAID DECEMBER 2010</b>				
<b>TO PAY IN AUGUST OR SEPTEMBER</b>				
	\$ 2,229,977.17		\$	
	\$ 1,603,646.00		\$	
	\$ 3,833,623.17		\$	
<b>GINGER ROOT</b>				

TRACY RURAL COUNTY FIRE PROTECTION DISTRICT  
835 CENTRAL AVENUE  
TRACY, CA 95376

ATTACHMENT B

Leon Churchill  
City Manager  
City of Tracy  
333 Civic Center Plaza  
Tracy, CA 95376

Dear Leon,

As we are all aware, the Tracy Rural Fire Protection District (the "District") procures fire protection services from the South County Fire Authority (the "Authority"), and the Authority, in turn, procures those services from the City of Tracy (the "City"). As a result of this arrangement, the District essentially has no direct control over wage negotiations with the employees of the City working in the fire department. Since the Authority was formed, wages (including benefits) for fire department personnel have risen to a level where it has become impossible for the District to procure a full complement of staff at its stations.

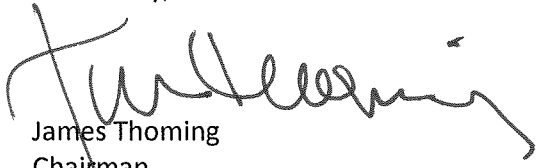
In recent years, the District has taken steps to maintain a balanced budget including reducing staff at two of its three remaining stations, and is in the process of negotiating an agreement whereby the only District station staffed with three persons will be on the edge of the City limit. The District Board is deeply troubled by the potential effects of reduced staffing at its stations and even more troubled by the prospect of further staffing reductions should costs continue to rise. However the District remains committed to maintaining a balanced budget, and will continue to cut its staffing if the City is not able to reduce its personnel costs.

We understand that MOU negotiations with the Firefighter's Union are on the horizon. The District has a responsibility to its residents to provide fire protection services commensurate with other fire protection districts in the area. A recent LAFCO MSR of San Joaquin County fire protection districts pointed out the significant differences in pay between the District and neighboring districts. We simply cannot allow escalating firefighter wages & benefits to force the District out of its basic obligations.

The District is in a tenuous financial position and, like the City, we are faced with difficult decisions in the near future. In light of this situation, the District strongly encourages the City take whatever means necessary to reduce the personnel costs provided to the Authority, and ultimately the District during the upcoming labor negotiations. The District simply cannot maintain current staffing levels at current costs.

Please feel free to contact me should you wish to discuss this matter further.

Yours truly,



James Thoming  
Chairman  
Tracy Rural County Fire Protection District

Cc: Brent Ives  
Steve Abercrombie  
Alford Nero  
Zane Johnston

AGENDA ITEM 6

REQUEST

**ACCEPT A REPORT ON THE SOUTH COUNTY FIRE AUTHORITY EMERGENCY RESPONSE PERFORMANCE FOR FIRST QUARTER OF FISCAL YEAR 2011-2012**

EXECUTIVE SUMMARY

The following report is a summary of all emergency response performance for the first quarter of fiscal year 2010/2011 relative to established performance objectives and prior response history.

DISCUSSION

The South County Fire Authority Emergency Response Report is an analysis of the fire department's ability to respond to emergencies within established performance objectives. Measuring performance provides the department with statistical data to determine response effectiveness and efficiency in delivering emergency service. The Fire Department strives to meet its "first-due" response time performance objectives and its goal to assemble an effective response force at working structure fires. This report represents the first quarter of Fiscal Year 2011-2012.

There were 1,420 total incidents over the entire jurisdictional area of the South County Fire Authority (SCFA) during the first quarter of fiscal year 2011-2012. When compared to the same quarter of the previous fiscal year, the total call volume is down 6%. There were 41 fewer vegetation fires and 31 fewer freeway responses during the quarter. The distribution of incidents among the jurisdictions of the SCFA remains consistent where the majority of incidents occurred in the City (67%), followed by Tracy Rural Fire District (16%), Mountain House Community Services District (6%), Freeways (6%), and other areas outside of the SCFA (5%).

The most frequent incident response type across the jurisdiction remains emergency medical service calls. Medical-aid responses comprised 70% of the total call volume for the first quarter. The second most frequent incident type was alarms (10%) followed by fires at 7.4% respectively.

The fire department had 2,454 incident "responses" during the first quarter. Incident "responses" incorporate multiple units that have responded to a single incident. For example; a structure fire initial response is 4 fire engines, 1 ladder truck and a Chief Officer. That scenario indicates a single incident but totals 6 "responses". The department's ladder truck, Truck 91 experienced an increase (56%) in total responses when compared to the same quarter in the previous year. The increase can be attributed to operational changes within the department that now include sending Truck 91 to all vehicle accidents and commercial fire alarms.

During the evaluation period, the department responded to a total of 29 structure fires, 12 of which resulted in actual working fires on arrival. In the City, significant dollar loss from structure fires was approximately \$213,771. In the Tracy Rural Fire District (TRFD) the significant dollar loss from structure fires was \$325,000. The larger amount

of dollar loss in the TRFD is largely attributed to a single incident at the Safeway Distribution Warehouse involving large electrical transformers.

At the July 19, 2011 meeting of the SCFA, staff presented a new methodology of analyzing and representing response data. The attached report includes this methodology and illustrates the type of analysis recommended by the CFAI utilizing the concept of benchmarks and baselines. Benchmarks are the desired level of service (performance objectives of the SCFA) and baselines are the lower end of the acceptable best practices range (established by the CFAI). The 90th percentile time means that for a set of values at least ninety percent (90%) of them are less than or equal to the time displayed.

During the evaluation period, the department responded to 51% of all emergency incidents within the total reflex performance objective of 6.5 minutes in the City. This is the same figure for the City as fiscal year 2010-2011. The 90<sup>th</sup> percentile for all incidents was 8 minutes and 32 seconds (8:32) meaning 90% of all incidents were responded to within 8:32 or less in the City. Individual components of response time are included on pages 9 and 10 of the attached report. The call processing component of 13% at one minute is affecting the total reflex time response performance.

The TRFD response performance for this same period decreased from 70% to 60% of all emergency incidents within the total reflex performance objective of ten minutes. The 90<sup>th</sup> percentile for all incidents was 13 minutes and 58 seconds meaning 90% of all incidents were responded to within 13:58 or less. Individual components of response time are included on pages 9 and 10 of the attached report. The decrease in performance in the TRFD is related to a 2% decrease in travel time efficiency and a 3% decrease in turn-out time efficiency.

Fiscal year 2010-2011 response performance in the Mountain House Community Services District was down 4% compared to last fiscal year. We arrived at calls within 5 minutes 44% of the time. A drop in response performance has been anticipated in the MHCSO area as development occurs to the north. The MHCSO has plans for an eventual second fire station north of Byron Road. The date at which a second station would be constructed is based upon development and available funding.

#### FISCAL IMPACT

There is no fiscal impact related to receiving this report

#### RECOMMENDATION

Staff recommends the Board of Directors accept the South County Fire Authority Quarterly Response Performance Report for the first quarter of Fiscal Year 2011-2012.

Prepared by: David A. Bramell, Fire Division Chief  
Reviewed by: Alford Nero, Fire Chief  
Approved by: Leon Churchill, Jr., Executive Director

Attachment – South County Fire Authority Quarterly Response Performance Report



# South County Fire Authority Quarterly Response Performance Report

## First Quarter Fiscal Year 2011/2012 (July 1, 2011 through September 30, 2011)

This report reflects incident responses for all jurisdictions of the South County Fire Authority during the first quarter of Fiscal Year 2011/2012. It includes fire department response for the City of Tracy, the Tracy Rural Fire Protection District, and the town of Mountain House.

Tables and charts display the numbers of incidents occurring in each jurisdiction of the South County Fire Authority, responses per company, the total number of incident for the past year, response performance, and a summary of the major fires that have occurred to date during the first quarter of Fiscal Year 2011/2012.

### **Incidents by Type – First Quarter FY 2011/2012**

The following table displays the percentage of incident types dispatched in each jurisdiction of the South County Fire Authority during the first quarter of Fiscal Year 2011/2012.

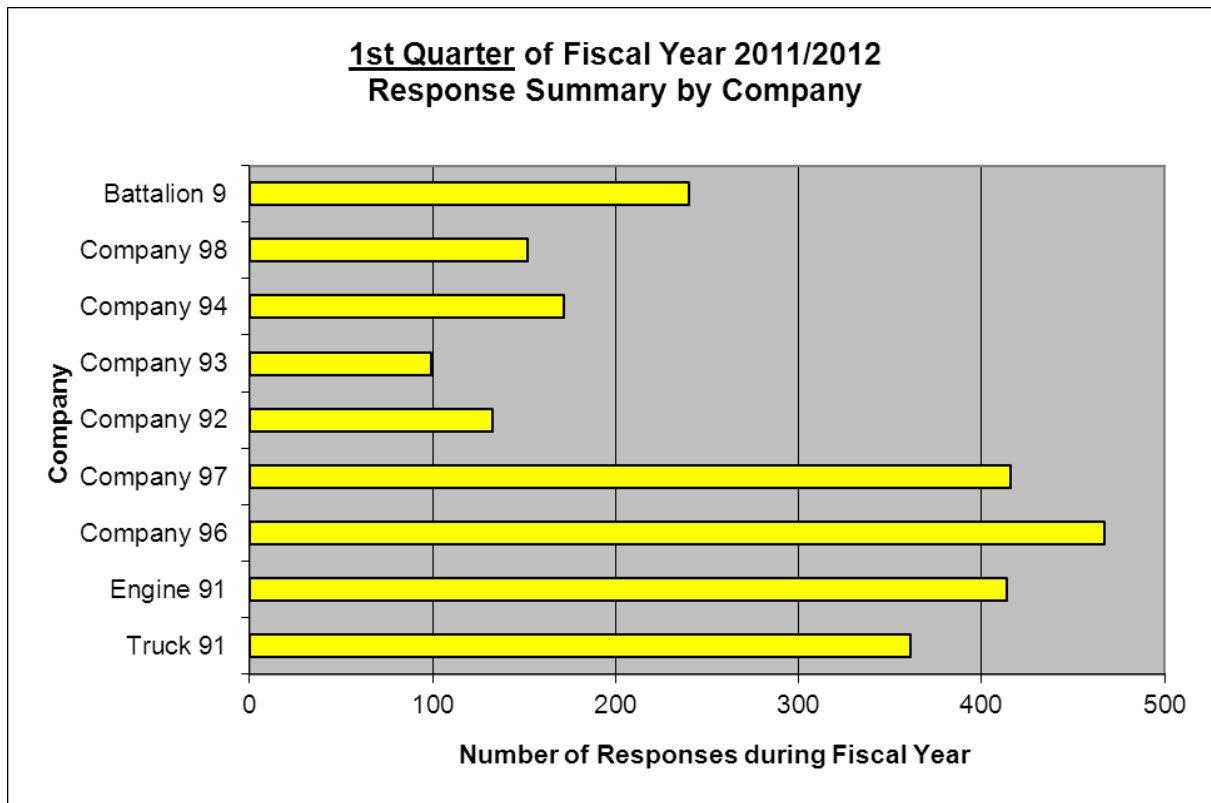
<b><u>Call Type</u></b>	<b><u>City</u></b>	<b><u>Rural</u></b>	<b><u>Mt. House</u></b>	<b><u>Freeway</u></b>	<b><u>Other</u></b>	<b><u>TOTALS</u></b>
Fires	7.4%	23.0%	7%	27%	41%	13%
EMS/Rescue	75.0%	59.0%	71%	60%	53%	70%
Hazardous Condition	3.6%	6.3%	7%	2%	4%	4%
Service	4.1%	2.7%	9%	3%	0%	4%
Alarm	9.9%	9.0%	6%	0%	1%	8%
Other	0.0%	0.0%	1%	7%	0%	0%
TOTALS	<b>948</b>	<b>222</b>	<b>89</b>	<b>88</b>	<b>73</b>	<b>1420</b>
Percentage of Total	67%	16%	6%	6%	5%	

### Responses by Company of the South County Fire Authority

This table shows the number of responses that each fire unit was attached to during the first quarter of fiscal year 2011/2012. These responses incorporate multiple units that have responded to a single incident.

<b>Company</b>	<b>City</b>	<b>Rural</b>	<b>Mt. House</b>	<b>Freeway</b>	<b>Other</b>	<b>TOTALS</b>
Truck 91	248	49	7	47	10	361
Engine 91	330	42	9	25	8	414
Company 96	361	43	4	49	10	467
Company 97	326	54	0	35	1	416
Company 92	38	51	1	32	11	133
Company 93	13	53	0	23	10	99
Company 94	30	59	14	29	40	172
Company 98	20	23	82	15	12	152
Battalion 9	93	75	15	57		240
<b>TOTALS</b>	<b>1459</b>	<b>449</b>	<b>132</b>	<b>312</b>	<b>102</b>	<b>2454</b>
Percentage of Total	59%	18%	5%	13%	4%	100%

The chart below displays the number of responses per company during the first quarter of Fiscal Year 2011/2012. The data for this bar chart is from the table above.



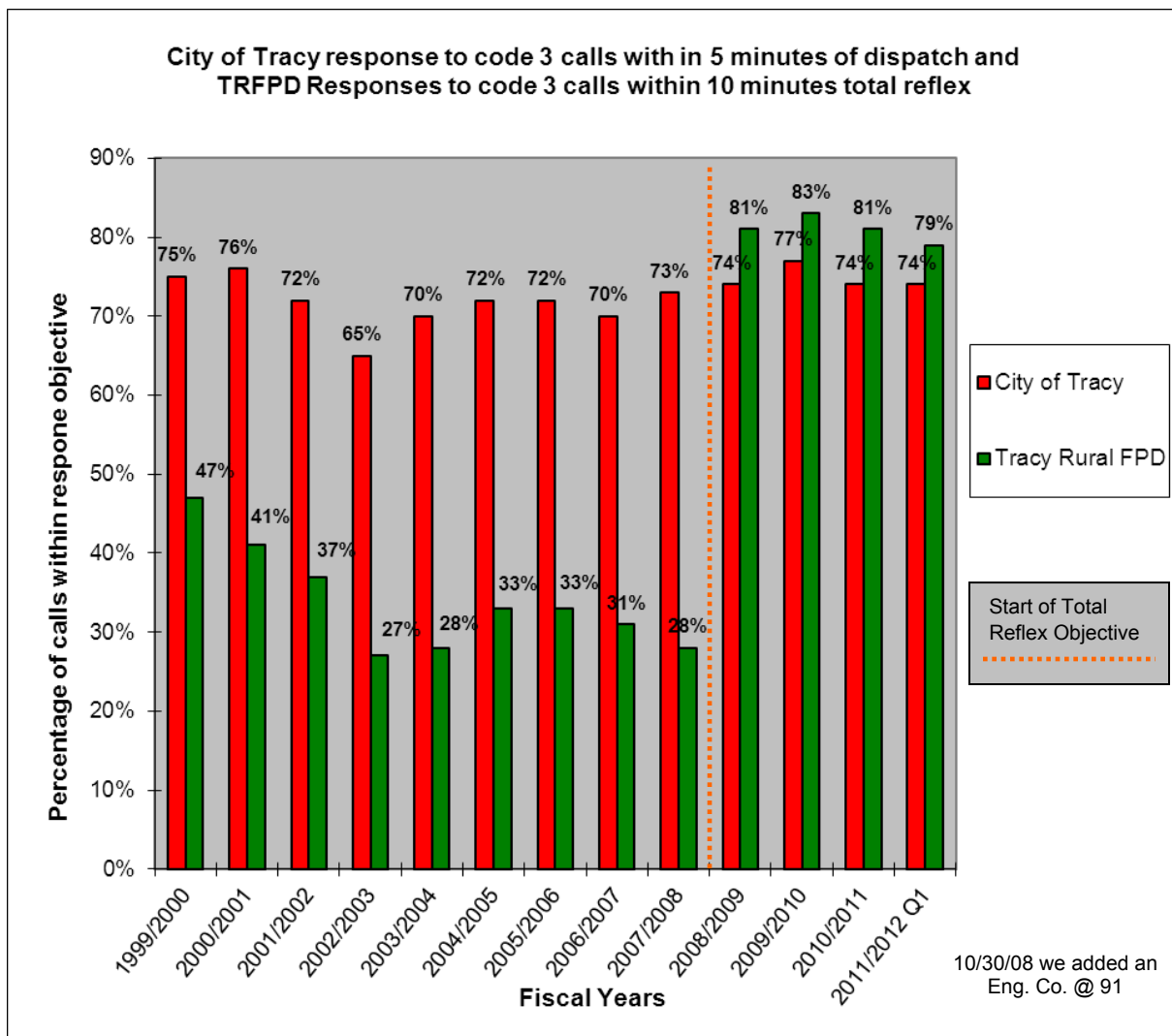
## Response Performance

The following charts display the Fire Department’s ability to meet response objectives for each of the past eleven fiscal years and the first quarter of Fiscal Year 2011/2012.

In April 2008 the South County Fire Authority modified its “first-due” response objectives. The following are the “first-due” response objectives for the City of Tracy and the Tracy Rural Fire Protection District:

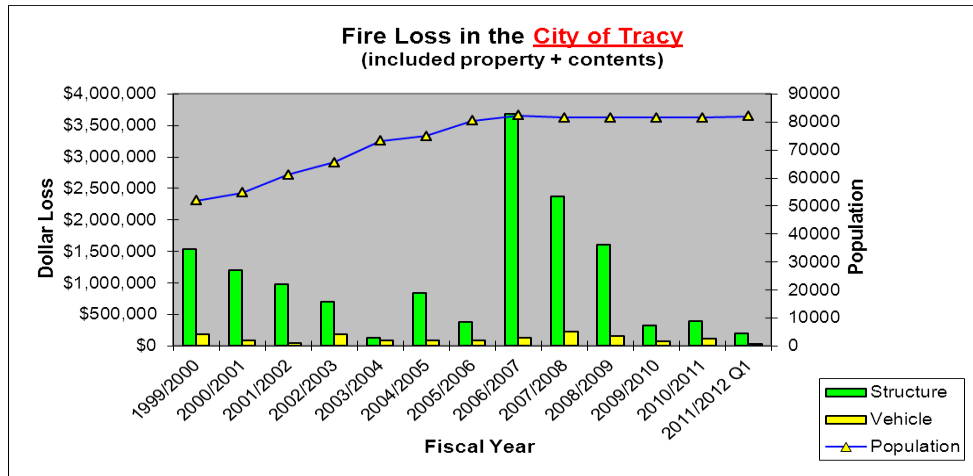
City of Tracy:       *“The first-due unit shall, at critical emergencies, respond within 6.5 minutes of the time the call is received at the primary Public Safety Answering Point (PSAP) 90% of the time, in the City.”*

Tracy Rural FPD:   *“The first-due unit shall, at critical emergencies, respond within 10 minutes of the time the call is received at the primary Public Safety Answering Point (PSAP) 90% of the time, in the Rural.”*

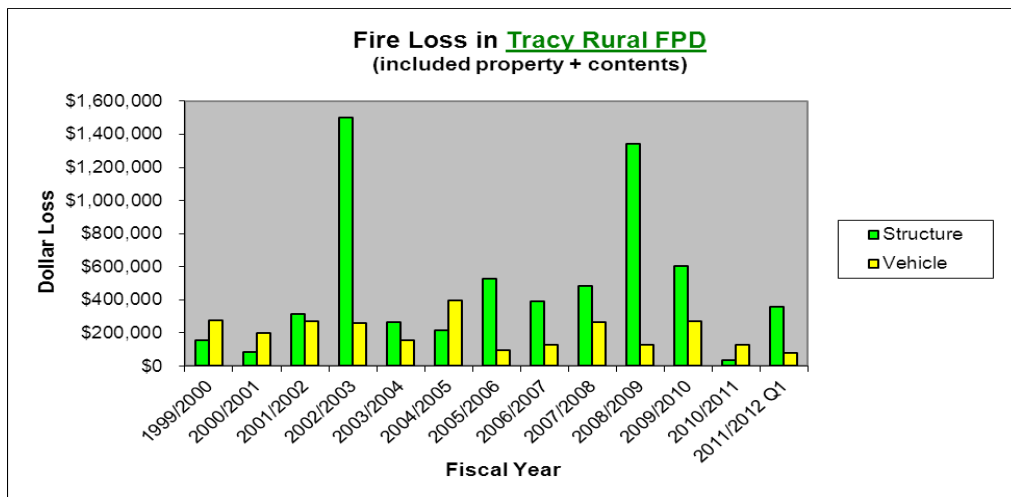


## Structure Fire Loss

During the first quarter of Fiscal Year 2011/2012 the Fire Department was dispatched to twenty structure fires in the City of Tracy. Eight turned out to be actual fires on arrival of the fire department. The most significant was a residential structure fire at 301 Falcon Ct., that occurred on 9/29/11, and sustained \$160,000 in loss. There was one suspicious commercial fire at the Sprint Store, 2613 Naglee Rd. That fire was controlled by the automatic sprinkler system. Four were fence fires that extended into the exposed homes and four kitchen fires, three were out on arrival and one extended into the attic at 321 W. 9<sup>th</sup> St (on 8/6/11) but was extinguished quickly. An estimated \$33,771 in damages occurred to the 9<sup>th</sup> St. fire.



The Fire Department was dispatched to nine structure fires in the Tracy Rural Fire Protection District during the first quarter of Fiscal Year 2011/2012. Four were working fires on arrival. One was a well involved abandoned residence on S. Corral Hollow Rd., just north of Valpico Rd. That July 3<sup>rd</sup> fire was allowed to burn while firefighters protected exposures. Two working structure fires occurred at the Tracy Biomass Plant. One was a conveyer belt fire on 7/1/11 and the other was an out building that burned on 8/4/11. A ceiling fire at the Owens-Brockway Glass Plant on 7/6/11, which was built up dust and oil, was allowed to burn and had no dollar loss. The highest dollar loss fire in the rural area during the quarter occurred at the Safeway distribution center. A transformer burned for several hours and was valued at approximately \$250,000. A vehicle fire inside of the detail shop at Adesa Auto Auction was controlled by the automatic sprinkler system on 7/1/11.



## Structure Loss

The following table lists the most significant dollar loss fires that occurred during the first quarter of fiscal year 2011/2012. This list includes only fires with over \$10,000 in combined property and content loss.

City of Tracy Structure Fire Loss			Tracy Rural FPD Structure Fire Loss		
Date	Address	Dollar Loss	Date	Address	Dollar Loss
8/6/2011	924 Wall St.	\$33,771	8/4/2011	Corral Hollow Rd., JNO Valpico Rd.	\$75,000
8/24/2011	2613 Naglee Rd.	\$20,000	9/16/2011	16900 W. Schulte Rd.	\$250,000
9/29/2011	301 Falcon Ct.	\$160,000			

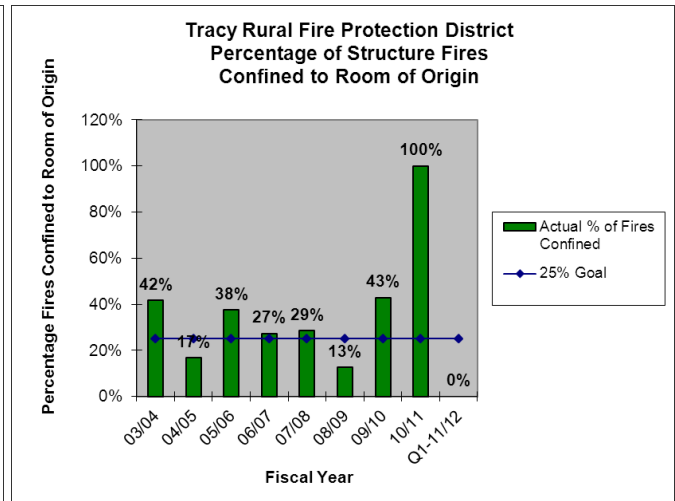
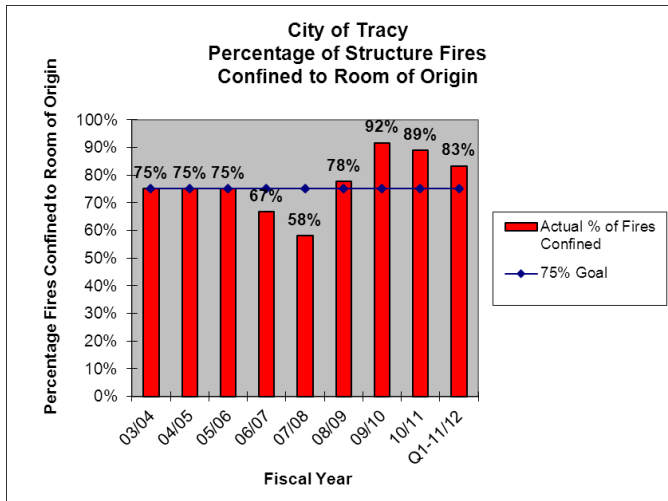
### “Moderate Risk” Structure Fires Confined to Room of Origin

The majority of structure fires in the South County Fire Authority occur in residential structures. When an effective response force can be assembled to safely mitigate these types of fires, the outcome is usually positive. The following are the South County Fire Authority Moderate risk structure fire objectives:

- To confine “moderate risk” structure fires to the room of origin or less 75% of the time in the City.
- To confine “moderate risk” structure fires to the room of origin or less 25% of the time in the District.

Additional resources have help firefighters assemble an effective response force at residential structure fires. On October 30, 2008 an engine company was added at Station 91.

The following charts display the percentage of structure fires confined to the room of origin or less since Fiscal Year 2003/2004.



## Queuing

Queuing is a term used to describe the occurrence of simultaneous calls in one fire company's first-due area. When simultaneous calls are dispatched in one company's first-due area, a response from another company is required. This pulls resources from another area thus creating a void in the service delivery system and potentially creating a delay in response. A certain level of queuing is anticipated for fire department units relative to a static response system. Acceptable queuing ranges from zero to twelve percent (0% to 12%). In 2006/2007 Station 91's first-due area has had the most obvious queuing issue.

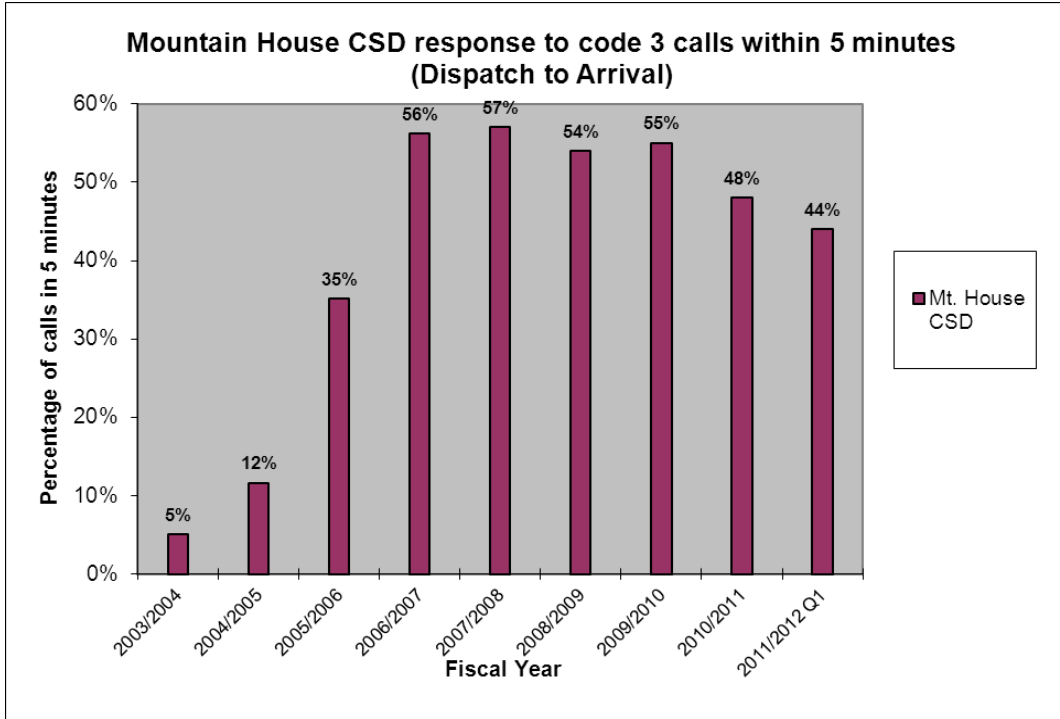
Queuing has improved to acceptable levels since an additional engine company was housed at Station 91 on October 30, 2008. The following table displays the queuing percentages in each fire station's response area since Fiscal Year 2006/2007.

### **South County Fire Authority Queuing**

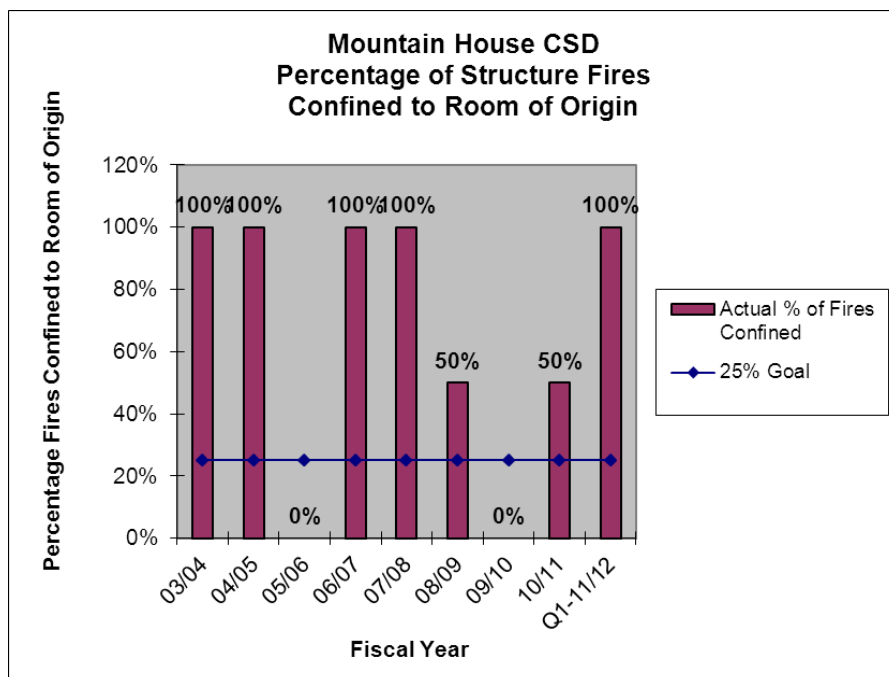
Station Response Area	% of incidents handled by non-first due 2006/2007 (from SOC report)	% of incidents handled by non-first due FY 2008/2009	% of incidents handled by non-first due FY 2009/2010	% of incidents handled by non-first due FY 2010/2011	% of incidents handled by non-first-due Q-1 FY 2011/2012
91	17%	8%	8%	5%	5%
92	9%	10%	8%	3%	3%
93	6%	6%	3%	2%	3%
94	14%	15%	9%	4%	5%
96	11%	10%	8%	7%	7%
97	10%	9%	6%	6%	6%
98	13%	5%	3%	3%	4%

## Mountain House Community Services District Response Performance

The charts below display the Mountain House Community Services District response performance and the percentage of “moderate risk structure fires confined to the room of origin or less since the 2003/2004 Fiscal Year.

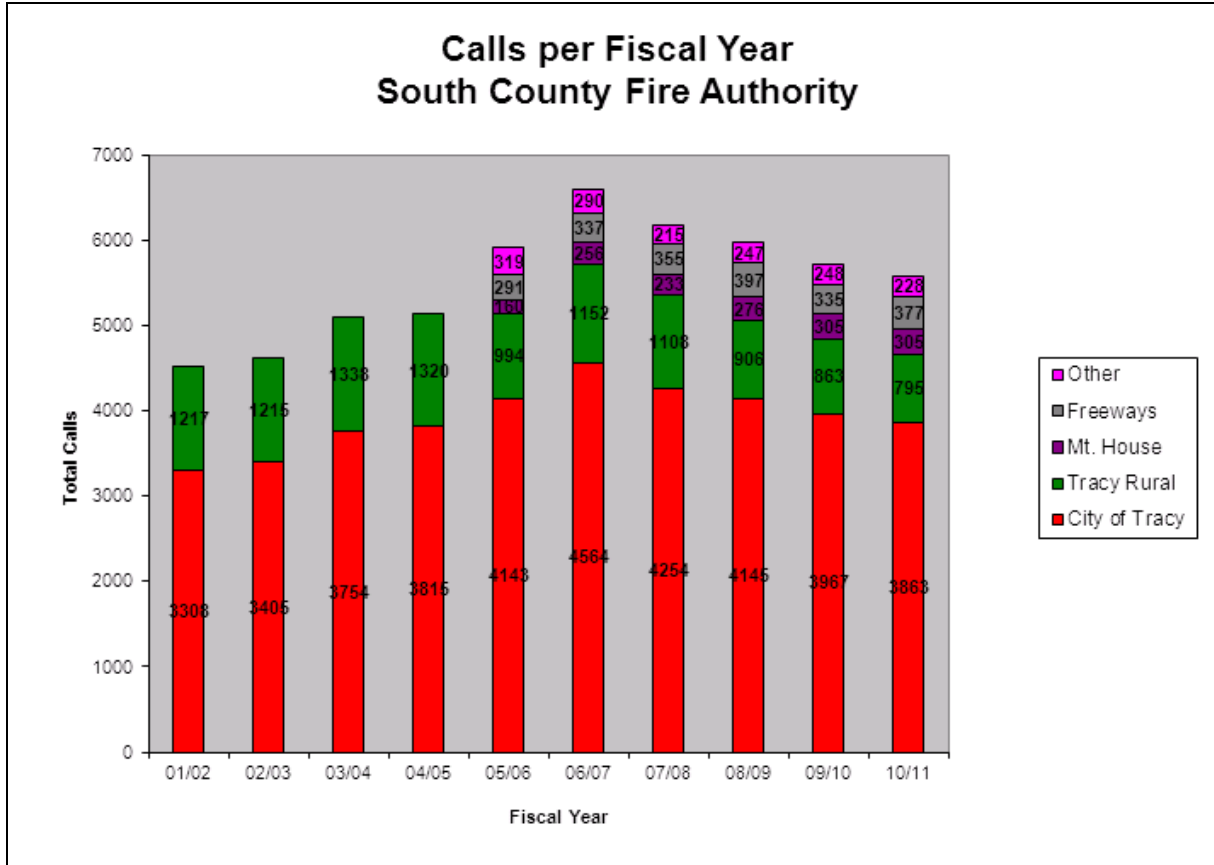


## “Moderate Risk” Structure Fires Confined to Room of Origin



**Total Number of Incidents per Fiscal Year (1999-2000 through 2010/2011)**

This chart shows the numbers of incidents by jurisdiction in the South County Fire Authority since fiscal year 2001/2002.





## **Components of Response Time**

The tables on the following pages display each of the components of response time for the first quarter of fiscal year 2011/2012 and for fiscal year 2010/2011. The components of response time are “call processing,” “turnout time,” “travel time,” and the sum of the three, “total reflex time.”

There are two sets of tables for the City and two sets for the Tracy Rural Fire Protection District. The upper table in each set displays how the fire department has performed compared to our adopted response objectives or the “benchmark.” The lower table displays how the fire department has performed against “baselines.”

Benchmarks are the desired level of service.

Baselines are the lower end of the acceptable best practices range (established by the Commission on Fire Accreditation International).

90th percentile time means that for a set of values at least ninety percent (90%) of them are less than or equal to the time displayed.

**City of Tracy Response Performance - First Quarter FY 2011/2012 and FY 10/11**

<b>SCFA Existing Response Performance Objectives (BENCHMARKS)</b>								
<b>City of Tracy - Fiscal Year 2011/2012 Q-1 (July 1, 2011 through September 30, 2011)</b>								
<b>EMS Incidents</b>		<b>90th Percentile</b>	<b>Structure Fire Incidents</b>		<b>90th Percentile</b>	<b>All Incident Types</b>		<b>90th Percentile</b>
Call Processing	10% @ 1:00	<b>3:19</b>	Call Processing	14% @ 1:00	<b>3:16</b>	Call Processing	13% @ 1:00	<b>3:15</b>
Turnout Time	41% @ 1:00	<b>1:49</b>	Turnout Time	19% @ 1:00	<b>2:37</b>	Turnout Time	67% @ 1:00	<b>1:54</b>
Travel Time	82% @ 4:00	<b>4:42</b>	Travel Time	86% @ 4:00	<b>4:31</b>	Travel Time	78% @ 4:00	<b>4:58</b>
Total Reflex Time	52% @ 6:00	<b>8:21</b>	Total Reflex Time	71% @ 6:00	<b>7:38</b>	Total Reflex Time	51% @ 6:00	<b>8:32</b>

<b>SCFA Existing Response Performance Measured Against Urban BASELINES from CFAI</b>								
<b>City of Tracy - Fiscal Year 2011/2012 Q-1 (July 1, 2011 through September 30, 2011)</b>								
<b>EMS Incidents</b>		<b>90th Percentile</b>	<b>Structure Fire Incidents</b>		<b>90th Percentile</b>	<b>All Incident Types</b>		<b>90th Percentile</b>
Call Processing	27% @ 1:30	<b>3:19</b>	Call Processing	38% @ 1:30	<b>3:16</b>	Call Processing	34% @ 1:30	<b>3:15</b>
Turnout Time	79% @ 1:30	<b>1:49</b>	Turnout Time	67% @ 1:30	<b>2:37</b>	Turnout Time	92% @ 1:30	<b>1:54</b>
Travel Time	94% @ 5:12	<b>4:42</b>	Travel Time	96% @ 5:12	<b>4:31</b>	Travel Time	92% @ 5:12	<b>4:58</b>
Total Reflex Time	89% @ 8:12	<b>8:21</b>	Total Reflex Time	96% @ 8:12	<b>7:38</b>	Total Reflex Time	88% @ 8:12	<b>8:32</b>

<b>SCFA Existing Response Performance Objectives (BENCHMARKS)</b>								
<b>City of Tracy - Fiscal Year 2010/2011</b>								
<b>EMS Incidents</b>		<b>90th Percentile</b>	<b>Structure Fire Incidents</b>		<b>90th Percentile</b>	<b>All Incident Types</b>		<b>90th Percentile</b>
Call Processing	10% @ 1:00	<b>3:19</b>	Call Processing	14% @ 1:00	<b>3:16</b>	Call Processing	13% @ 1:00	<b>3:15</b>
Turnout Time	41% @ 1:00	<b>1:49</b>	Turnout Time	19% @ 1:00	<b>2:37</b>	Turnout Time	67% @ 1:00	<b>1:54</b>
Travel Time	82% @ 4:00	<b>4:42</b>	Travel Time	86% @ 4:00	<b>4:31</b>	Travel Time	78% @ 4:00	<b>4:58</b>
Total Reflex Time	52% @ 6:00	<b>8:21</b>	Total Reflex Time	71% @ 6:00	<b>7:38</b>	Total Reflex Time	51% @ 6:00	<b>8:32</b>

<b>SCFA Existing Response Performance Measured Against Urban BASELINES from CFAI</b>								
<b>City of Tracy - Fiscal Year 2010/2011</b>								
<b>EMS Incidents</b>		<b>90th Percentile</b>	<b>Structure Fire Incidents</b>		<b>90th Percentile</b>	<b>All Incident Types</b>		<b>90th Percentile</b>
Call Processing	27% @ 1:30	<b>3:19</b>	Call Processing	38% @ 1:30	<b>3:16</b>	Call Processing	34% @ 1:30	<b>3:15</b>
Turnout Time	79% @ 1:30	<b>1:49</b>	Turnout Time	67% @ 1:30	<b>2:37</b>	Turnout Time	92% @ 1:30	<b>1:54</b>
Travel Time	94% @ 5:12	<b>4:42</b>	Travel Time	96% @ 5:12	<b>4:31</b>	Travel Time	92% @ 5:12	<b>4:58</b>
Total Reflex Time	89% @ 8:12	<b>8:21</b>	Total Reflex Time	96% @ 8:12	<b>7:38</b>	Total Reflex Time	88% @ 8:12	<b>8:32</b>

**Tracy Rural Fire Protection District Response Performance - First Quarter FY 2011/2012 and FY 10/11**

SCFA Existing Response Performance Objectives (BENCHMARKS)								
Tracy Rural Fire Protection District - Fiscal Year 2011/2012 Q-1 (July 1, 2011 through September 30, 2011)								
EMS Incidents		90th Percentile	Structure Fire Incidents		90th Percentile	All Incident Types		90th Percentile
Call Processing	13% @ 1:00	<b>4:02</b>	Call Processing	67% @ 1:00	<b>1:07</b>	Call Processing	15% @ 1:00	<b>3:59</b>
Turnout Time	41% @ 1:00	<b>1:52</b>	Turnout Time	0% @ 1:00	<b>2:36</b>	Turnout Time	58% @ 1:00	<b>2:01</b>
Travel Time	80% @ 7:30	<b>10:32</b>	Travel Time	100% @ 7:30	<b>2:55</b>	Travel Time	82% @ 7:30	<b>9:48</b>
Total Reflex Time	54% @ 9:30	<b>14:56</b>	Total Reflex Time	100% @ 9:30	<b>6:36</b>	Total Reflex Time	60% @ 9:30	<b>13:58</b>

SCFA Existing Response Performance Measured Against Rural BASELINES from CFAI								
Tracy Rural Fire Protection District - Fiscal Year 2011/2012 Q-1 (July 1, 2011 through September 30, 2011)								
EMS Incidents		90th Percentile	Structure Fire Incidents		90th Percentile	All Incident Types		90th Percentile
Call Processing	27% @ 1:30	<b>4:02</b>	Call Processing	100% @ 1:30	<b>1:07</b>	Call Processing	35% @ 1:30	<b>3:59</b>
Turnout Time	77% @ 1:30	<b>1:52</b>	Turnout Time	33% @ 1:30	<b>2:36</b>	Turnout Time	90% @ 1:30	<b>2:01</b>
Travel Time	93% @ 13:00	<b>10:32</b>	Travel Time	100% @ 13:00	<b>2:55</b>	Travel Time	94% @ 13:00	<b>9:48</b>
Total Reflex Time	92% @ 16:00	<b>14:56</b>	Total Reflex Time	100% @ 16:00	<b>6:36</b>	Total Reflex Time	93% @ 16:00	<b>13:58</b>

SCFA Existing Response Performance Objectives (BENCHMARKS)								
Tracy Rural Fire Protection District - Fiscal Year 2010/2011								
EMS Incidents		90th Percentile	Structure Fire Incidents		90th Percentile	All Incident Types		90th Percentile
Call Processing	11% @ 1:00	<b>3:49</b>	Call Processing	43% @ 1:00	<b>2:12</b>	Call Processing	17% @ 1:00	<b>3:36</b>
Turnout Time	44% @ 1:00	<b>1:50</b>	Turnout Time	14% @ 1:00	<b>2:20</b>	Turnout Time	61% @ 1:00	<b>2:00</b>
Travel Time	85% @ 7:30	<b>8:22</b>	Travel Time	100% @ 7:30	<b>6:05</b>	Travel Time	84% @ 7:30	<b>8:22</b>
Total Reflex Time	67% @ 9:30	<b>12:46</b>	Total Reflex Time	100% @ 9:30	<b>9:25</b>	Total Reflex Time	70% @ 9:30	<b>12:31</b>

SCFA Existing Response Performance Measured Against Urban BASELINES from CFAI								
Tracy Rural Fire Protection District - Fiscal Year 2010/2011								
EMS Incidents		90th Percentile	Structure Fire Incidents		90th Percentile	All Incident Types		90th Percentile
Call Processing	27% @ 1:30	<b>3:49</b>	Call Processing	57% @ 1:30	<b>2:12</b>	Call Processing	38% @ 1:30	<b>3:36</b>
Turnout Time	78% @ 1:30	<b>1:50</b>	Turnout Time	71% @ 1:30	<b>2:20</b>	Turnout Time	90% @ 1:30	<b>2:00</b>
Travel Time	94% @ 13:00	<b>8:22</b>	Travel Time	100% @ 13:00	<b>6:05</b>	Travel Time	97% @ 13:00	<b>8:22</b>
Total Reflex Time	96% @ 16:00	<b>12:46</b>	Total Reflex Time	100% @ 16:00	<b>9:25</b>	Total Reflex Time	97% @ 16:00	<b>12:31</b>